

# Analysts Conference

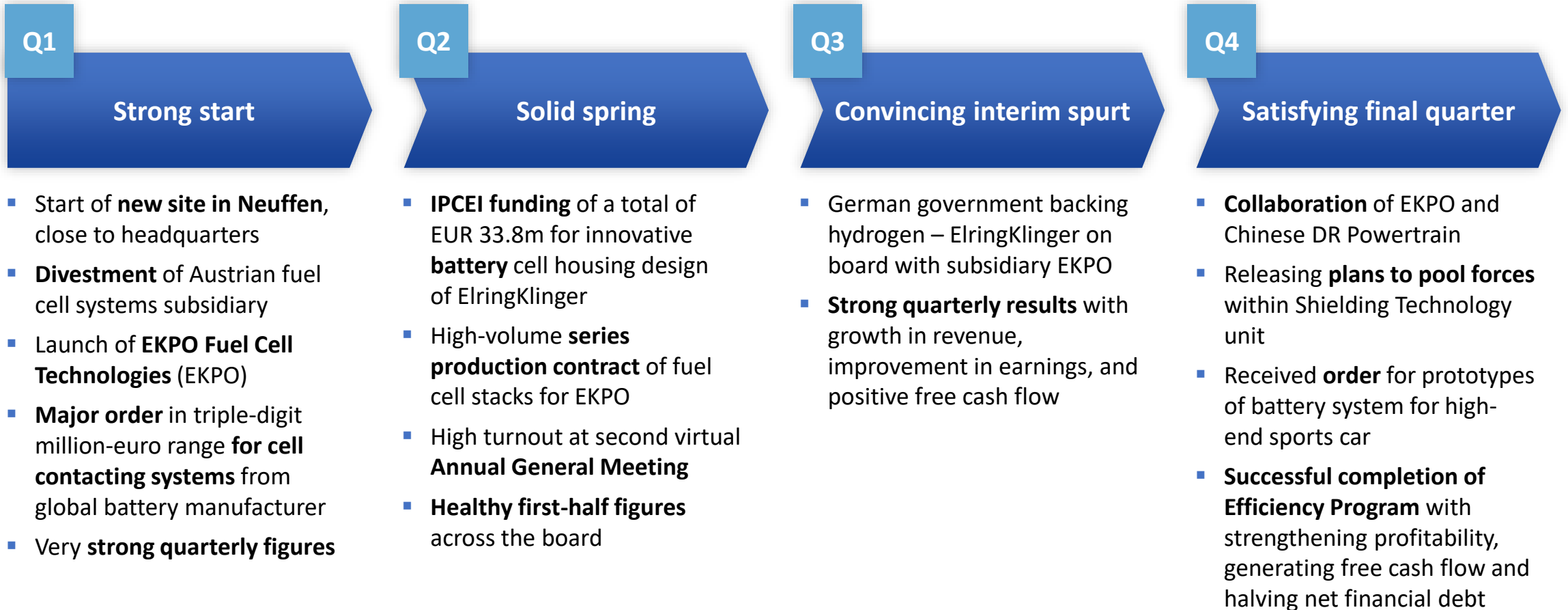
FY 2021 figures

March 29, 2022

# Headlines

- **Top line increase of 9.7% to EUR 1,624m**, organically up by **10.1%**, while global LV production increased by 3.4%
- **EBIT increased** from EUR 27.7m to **EUR 102.0m**, EBIT margin at **6.3 %**
- **Strong positive operating free cash flow** for the third year in a row, in 2021 amounting to **EUR 72m**
- Further significant reduction of **net debt** to **EUR 369m**, net debt/EBITDA at **1.7**
- Proposed dividend of **EUR 0.15 per share** for the business year 2021
- **Global Efficiency Program successfully completed**, implemented measures will continue
- **Outlook suspended** due to high level of uncertainty, intensified by Russian-Ukrainian conflict

# 2021 – an eventful and all in all successful year



# Strategic overview

# Three major fields of activity – all based on healthy financials



1

## Product portfolio

- Acting in a growing and transforming market
- Strong backbone in classical business while positioned for future through transformed portfolio

2

## Digitization and process optimization

- Implementing a comprehensive approach in administration and production
- Gaining efficiency and contributing to group's targets

3

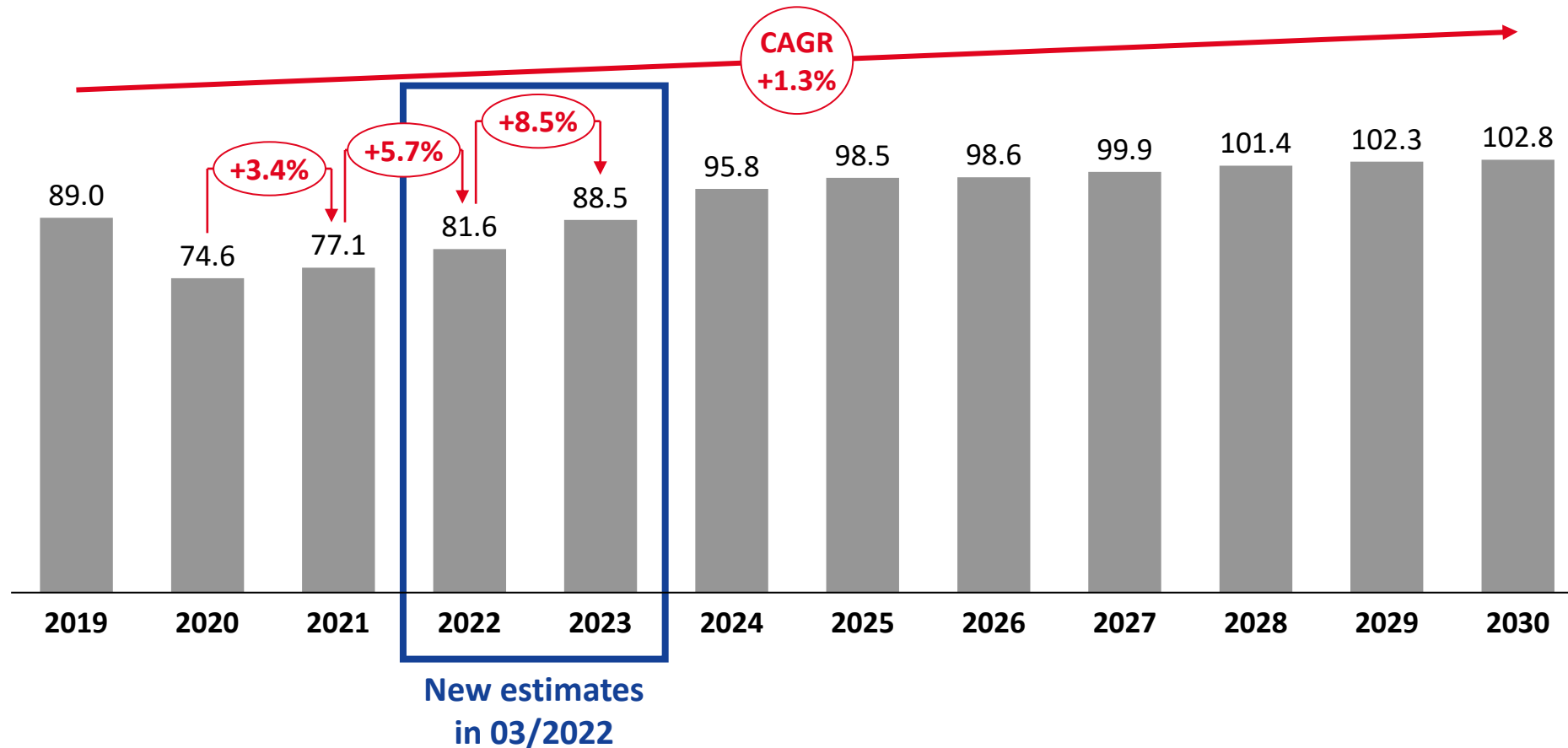
## Sustainability

- Product portfolio strongly supporting reduction of – or even avoiding – CO<sub>2</sub> emission
- Sustainable commitment by fixed action plan

Group strategy: ① Product portfolio

# Automotive remains a growing market

Global light vehicle production – in million units

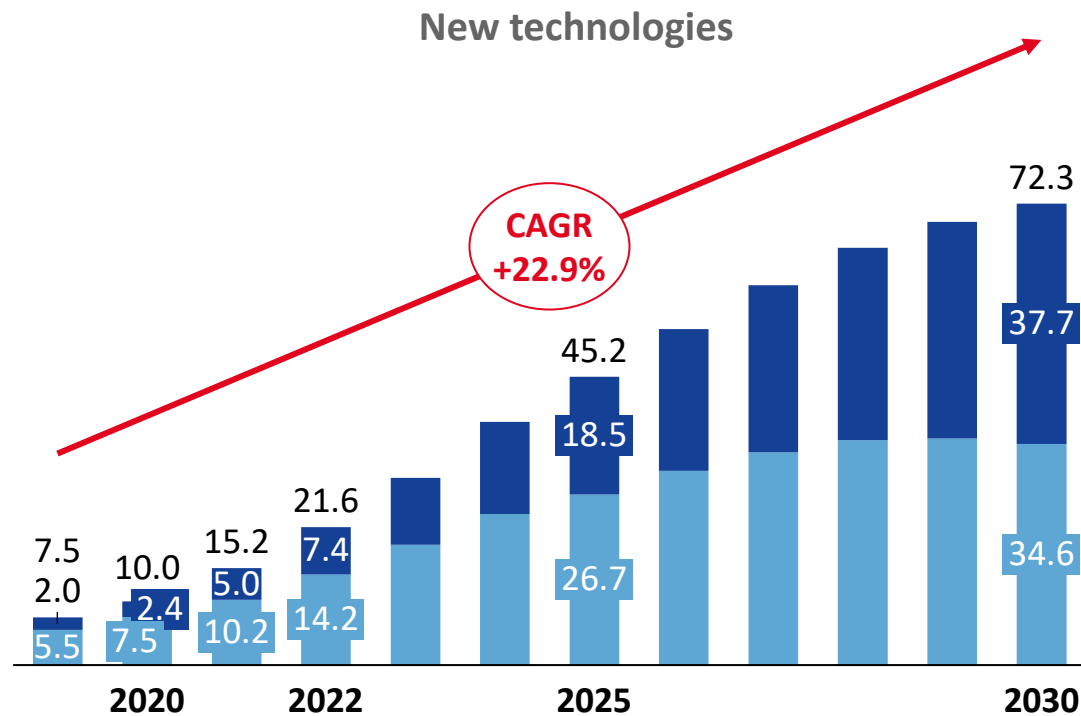


Source: IHS (02/2022), IHS (03/2022)

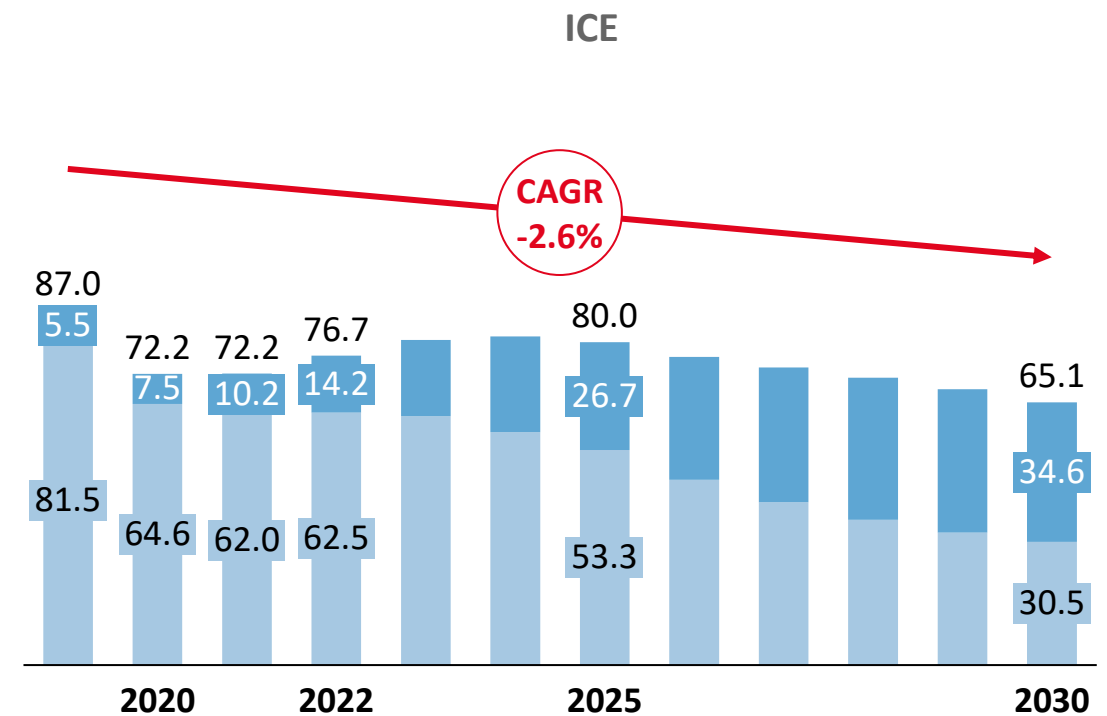
Group strategy: ① Product portfolio

# Strong growth in new technologies, slow decrease in ICE

Global light vehicle production by powertrain – in million units



Global light vehicle production by powertrain – in million units



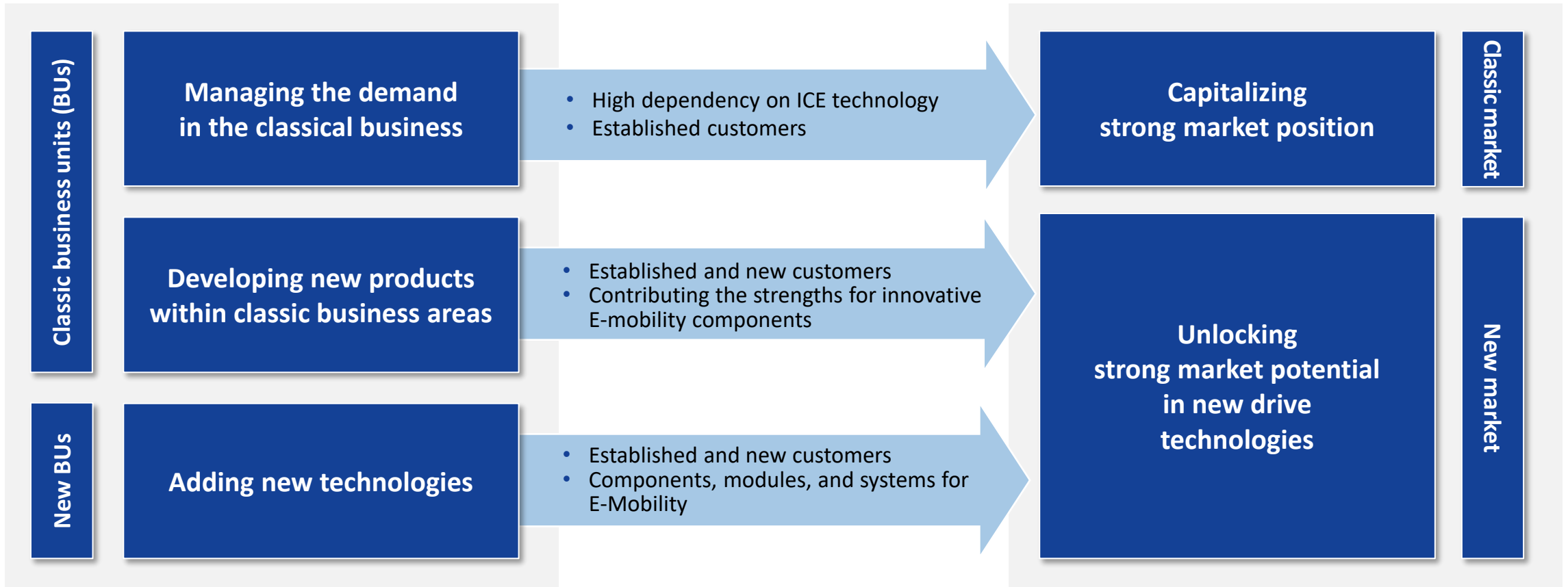
■ Battery/Fuel cell 
 ■ Hybrid 
 ■ ICE

Figures do not include recent changes in estimates as a result of Russian-Ukrainian conflict

Source: IHS (02/2022)

Group strategy: ① Product portfolio

# Strategic approach corresponds to market demand





Group strategy: ① Product portfolio

# Capitalizing strong market position in ICE business



**Cylinder-head Gaskets**



**Special Gaskets**



**Shielding Systems**



**Engine-related  
Lightweighting**

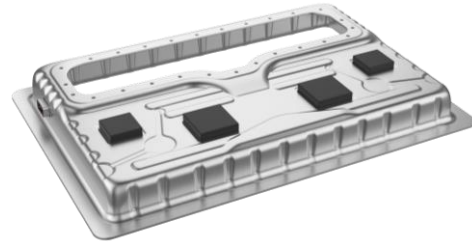
- Strong market position of already proven products
- High expertise as a result of long-term experience in R&D and production over past decades: profound product, material and process know-how
- Long-term customer relationships
- Global network of production sites

# Transformation through products for mobility of future



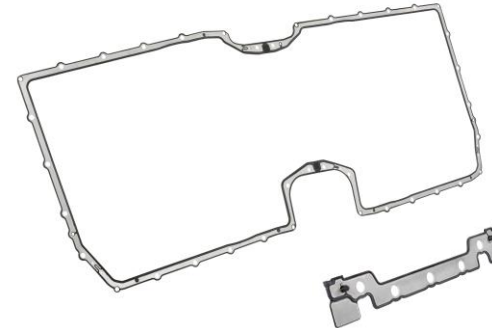
## Gaskets

- Cover with integrated gasket applied for high voltage service lid, battery and box cover, and inverter cover
- Based on established material and process know-how



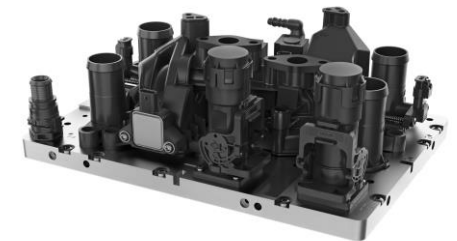
## Shielding Technology

- R&D activities for innovative battery cover (thermal propagation)
- Lightweight design for inverter cover with noise tuning capabilities
- Based on metal forming expertise



## Elastomer Technology

- Sealing of battery housing through metal-elastomer design gaskets
- Providing advantages of established technology

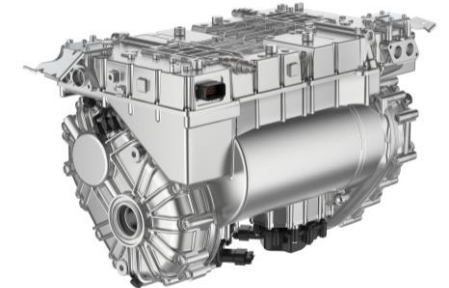


## Lightweighting

- New products around fuel cell and battery, such as media module, frame for cell contacting systems etc.
- System functions and interfaces can be integrated

Group strategy: ① Product portfolio

# Key areas for future mobility in innovative technologies



## Structural Lightweighting

- Strong development over past years
- Identifying and developing new products to extend footprint
- New site in Texas

## Fuel Cell Technology

- Joint company with Plastic Omnium
- New orders received
- Ramp-up of serial production in 2022
- Additional R&D activities at JV with Airbus

## Battery Technology

- New center of competence in Neuffen
- High-volume order for cell contacting systems soon ramping up
- Prototype of battery system for high-end sports car

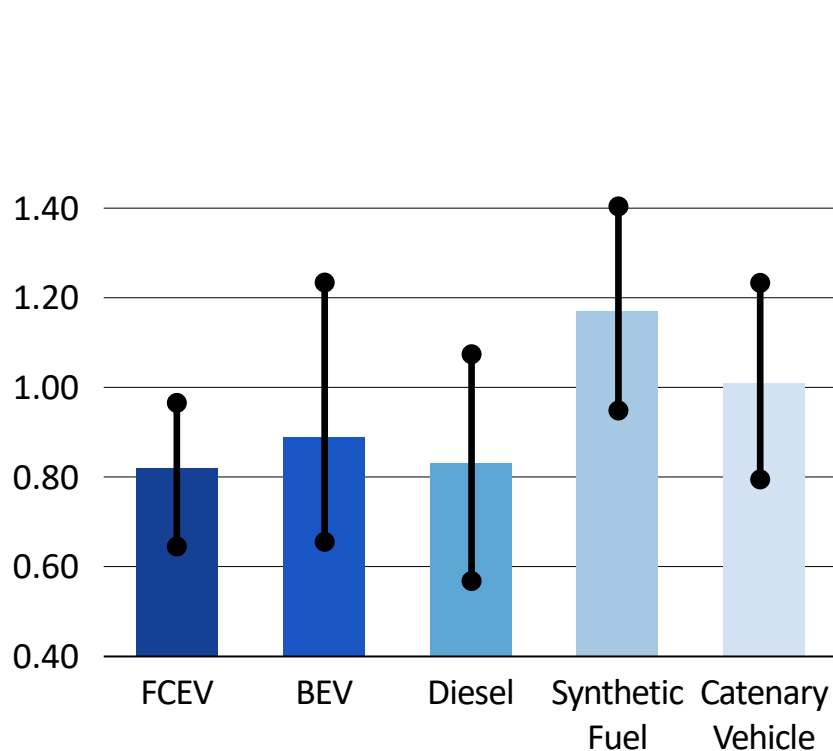
## Drivetrain

- Addressing particularly high-end sports and luxury car segment
- Ramp-up of new business

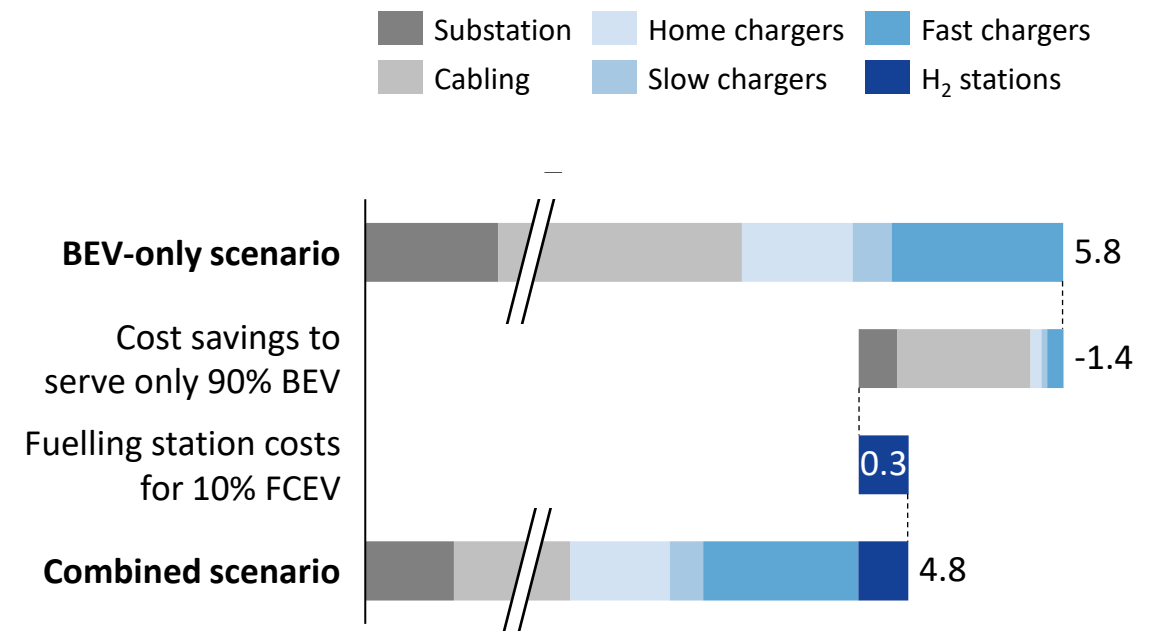
Group strategy: ① Product portfolio

# Fuel cell technology is essential for mobility of the future

Total Cost of Ownership for Long Haul Truck in 2030 – in EUR/km



Comparison of incremental recharging vs. refuelling investment (Illustrative scenario) (Capex to serve 1,000 passenger vehicles, USD million, 2050)



Fuel cell and battery are cost-efficient technologies.

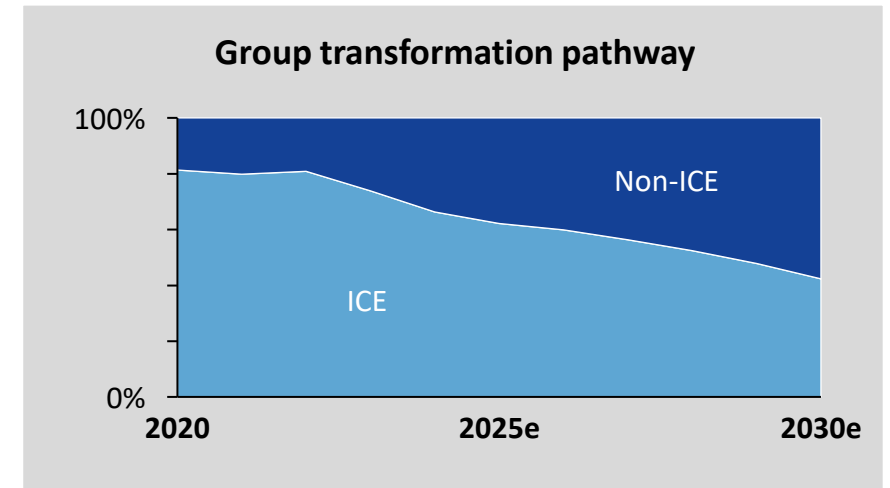
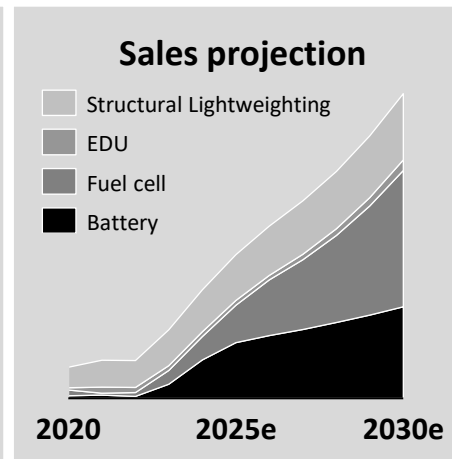
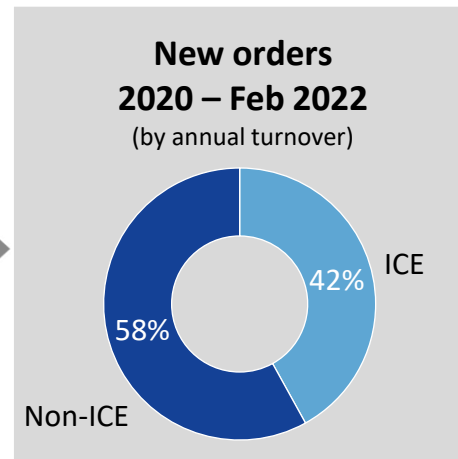
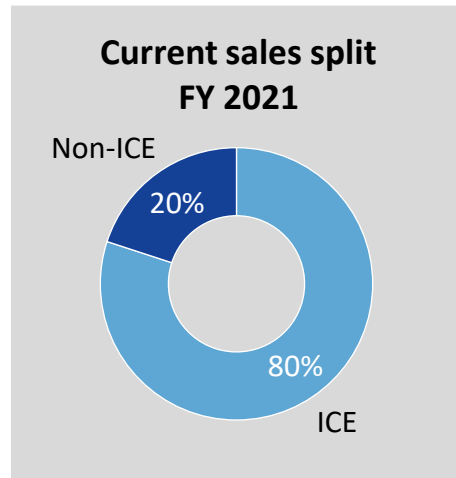
A combination of battery and fuel cell is cost efficient.

Source: VDI/VDE (2022), S. 27.

Source: Hydrogen Council (2021), S. 23.

Group strategy: ① Product portfolio

# Order situation drives Group transformation



Non-ICE also includes non-automotive business as well as components that are independent of drivetrain technology. ICE also includes Aftermarket business. Data after 2026 based on growth assumptions.

Status: 03/2022

Group strategy: ② Digitization and process optimization

# Changing the mindset by internal transformation



- Optimization of processes with main directions:
  - Robustness of production
  - Global harmonization and standardization
  - Automation
- Defining roles, responsibilities and workflows
- Goal: Contributing to the achievement of company's targets

Group strategy: ② Digitization and process optimization

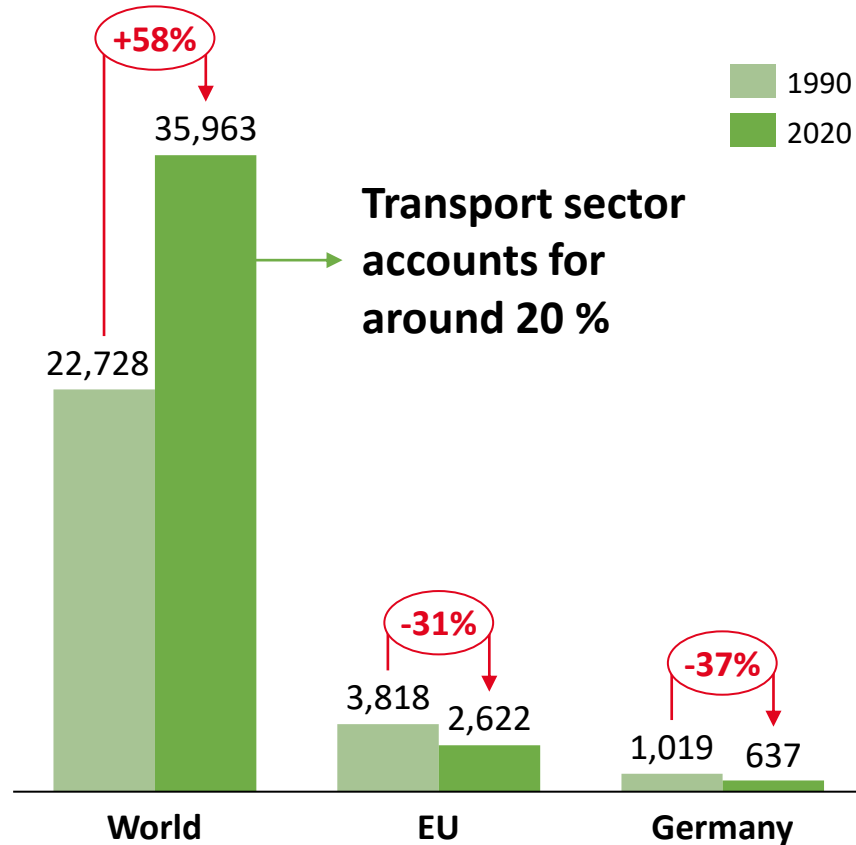
# Internal transformation driven by digitization



- Cross-sectional digitization approach for developing a holistic implementation strategy
- Three main tasks:
  - Being more efficient in existing scope of activities
  - Improving value of products
  - Exploring new opportunities
- Based on a flexible and scalable IT infrastructure
- Roadmap includes:
  - Aiming at a “smart” digital factory with connected machinery
  - Implementing new version of ERP system
- Goal: Raising additional potential and increasing efficiency

# Sustainability is a key priority for ElringKlinger

Total CO<sub>2</sub> emissions – in metric ton million\*

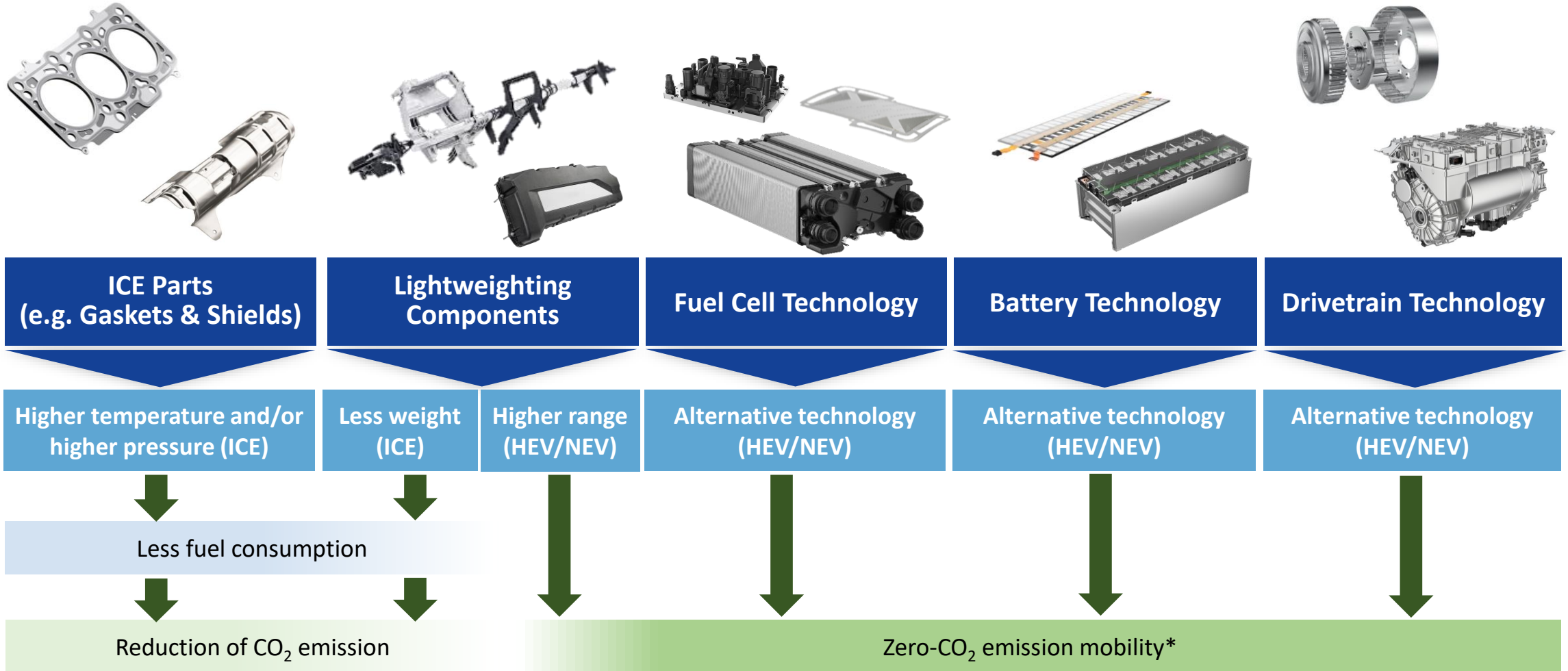


- Limitation of global heating is key for **protecting the environment**
- European Green Deal with clear target to make **Europe climate-neutral by 2050**
- ElringKlinger supporting Green Deal goals and committed via a **clear roadmap towards climate neutrality** by:
  - Offering an already transformed product portfolio which enables emission-free mobility
  - Continuously reducing emissions at all production sites
  - Taking a holistic view on entire value chain in order to bring Scope-3 emissions to a minimum

\* Emissions Database for Global Atmospheric Research (EDGAR) of the EU Commission



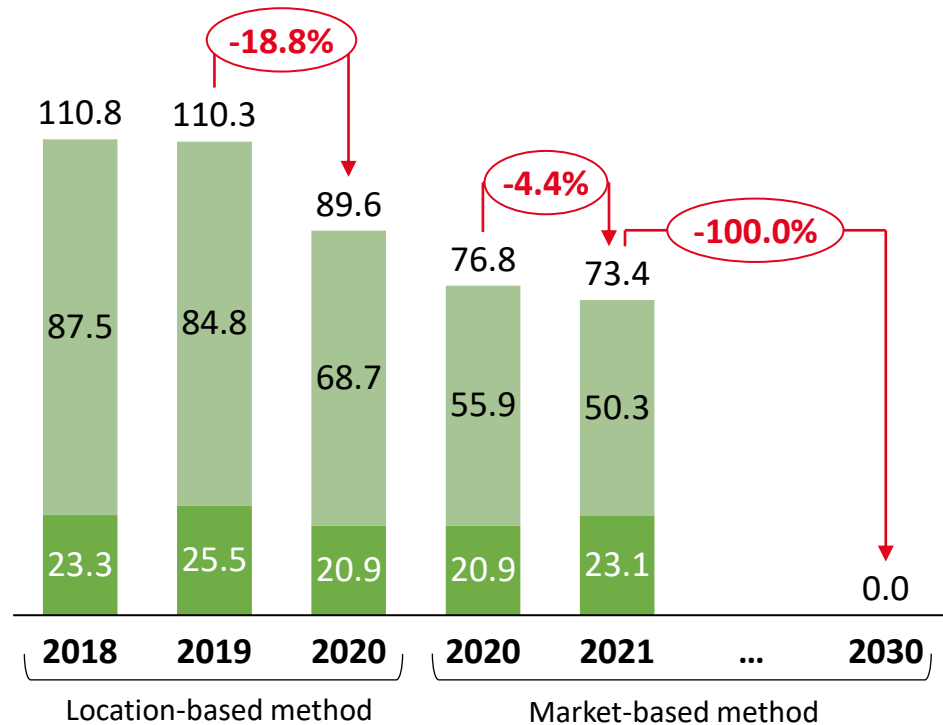
# Broad product portfolio enabling green mobility



\* If using energy from renewable sources

# On track to be CO<sub>2</sub>-neutral by 2030

Scope-1 and Scope-2 emissions – in metric tons



Scope 2 (light green) Scope 1 (dark green)



## Reduction of CO<sub>2</sub> and energy efficiency

- 2.5 % CO<sub>2</sub> emissions p.a. at every production site (base: 2019)
- Increase energy efficiency of buildings and machines
- Optimize existing processes



## New clean power

- Investing in the production of own renewable energy
- 2021: PV installation in Karawang, India
- 2022: PV installation in Dettingen, Germany



## Green power

- Switching electricity contracts to green electricity:
- Until 2025 European sites (German sites switched in 2021)
- Until 2030 worldwide



## Offsetting

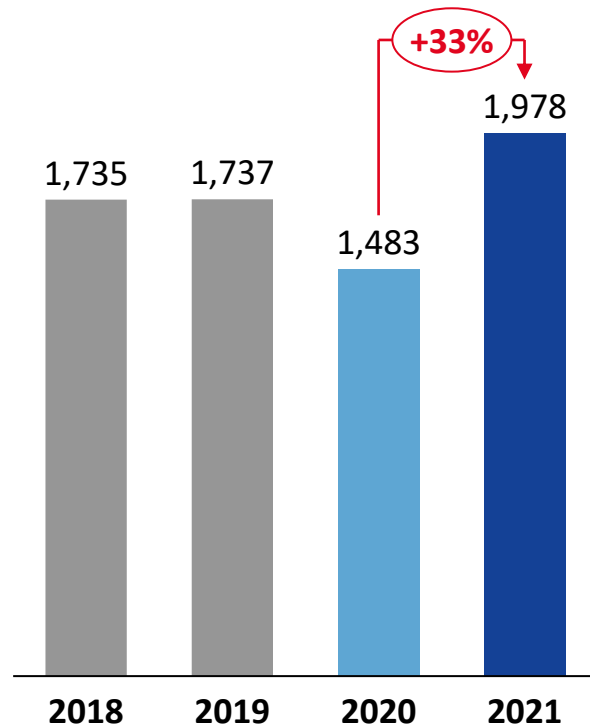
Offset unavoidable CO<sub>2</sub> emissions through investments in climate protection projects.

# Financial details

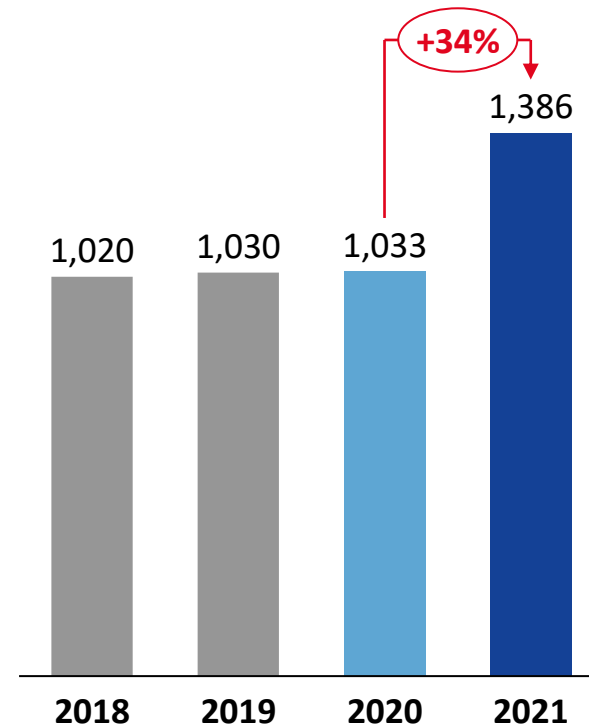
FY 2021

# Firm increase in organic sales

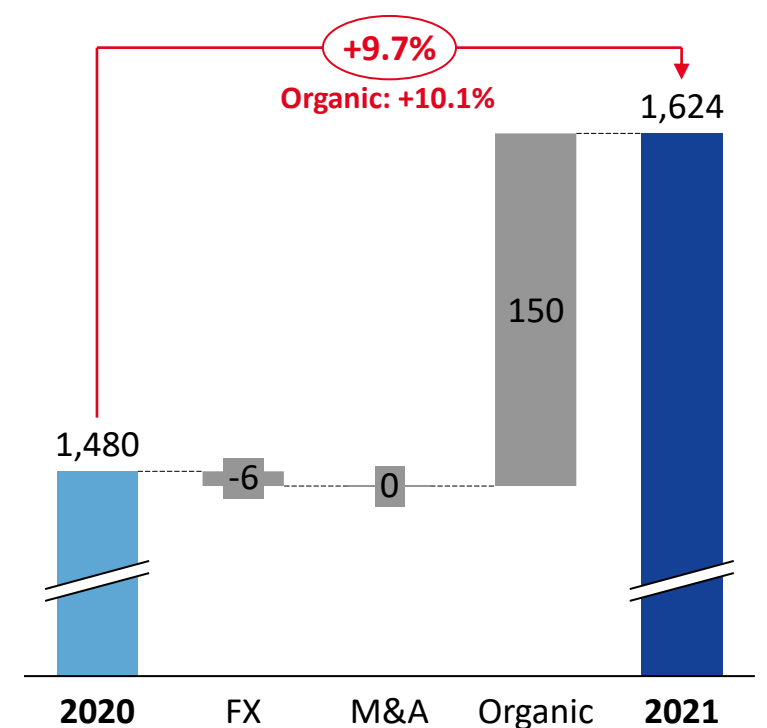
Order intake – in EUR million



Order backlog – in EUR million

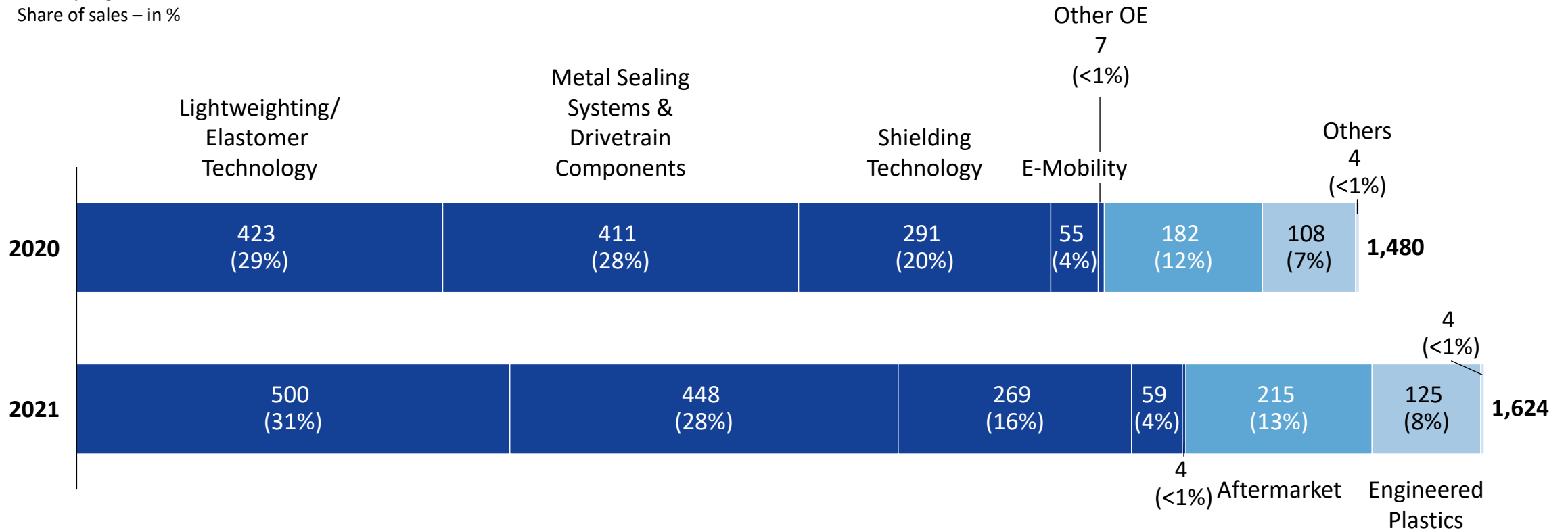


Sales – in EUR million



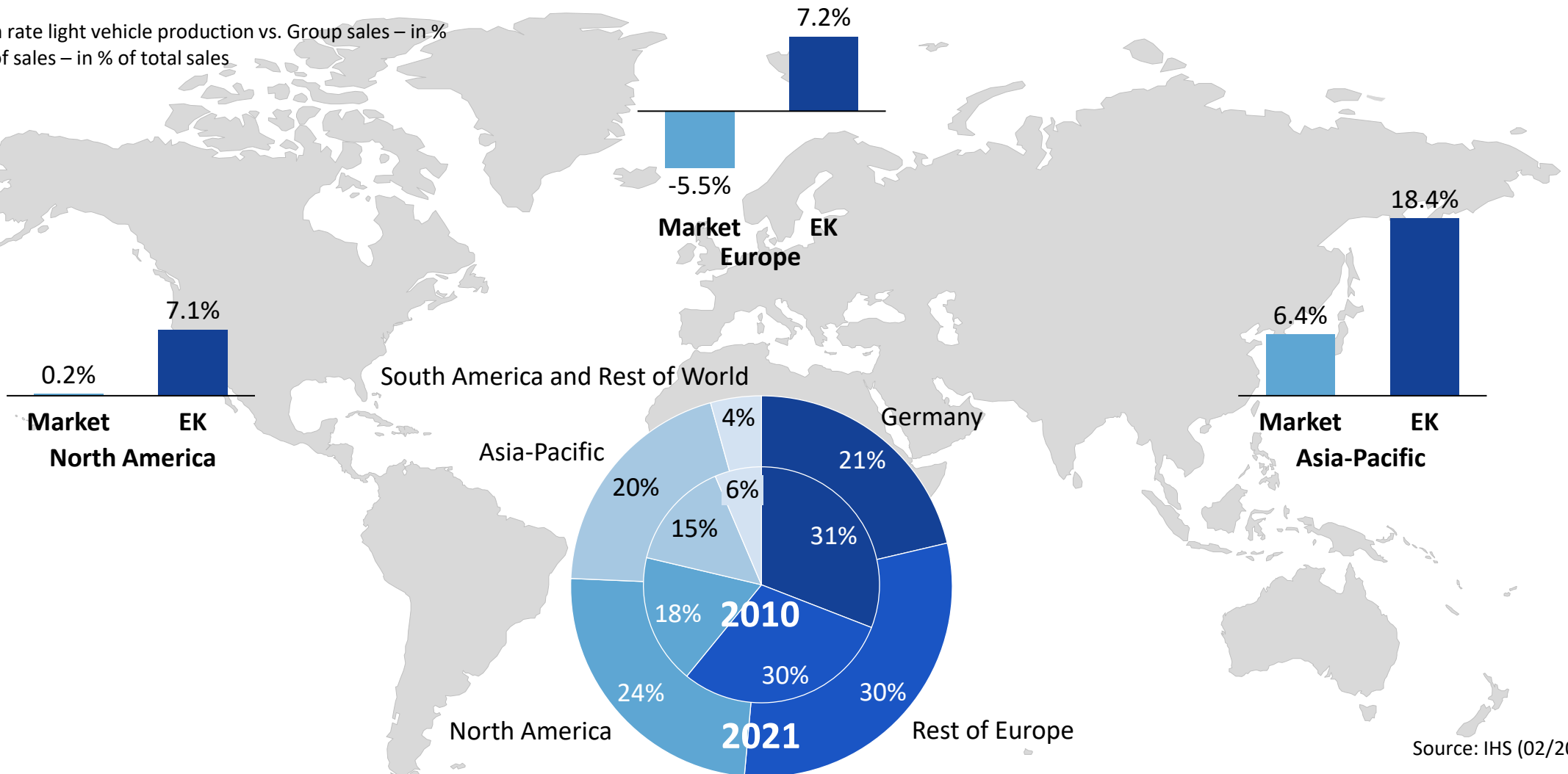
# Lightweighting strongly contributes to Group sales growth

Sales by segment/business unit – in EUR million  
Share of sales – in %



# ElringKlinger significantly outperforms in all major markets

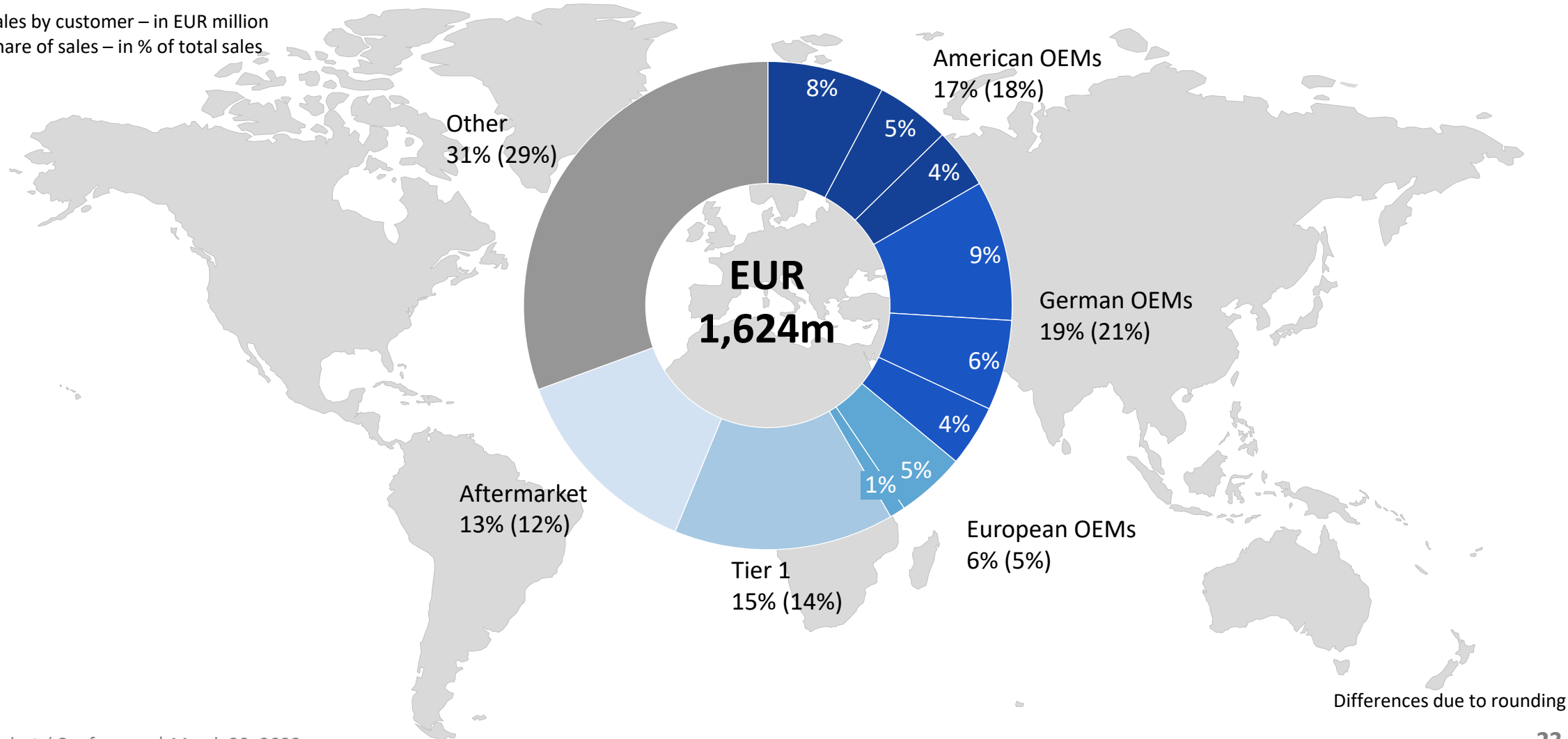
■ Growth rate light vehicle production vs. Group sales – in %  
 ■ Share of sales – in % of total sales



Source: IHS (02/2022)

# Diversified customer base

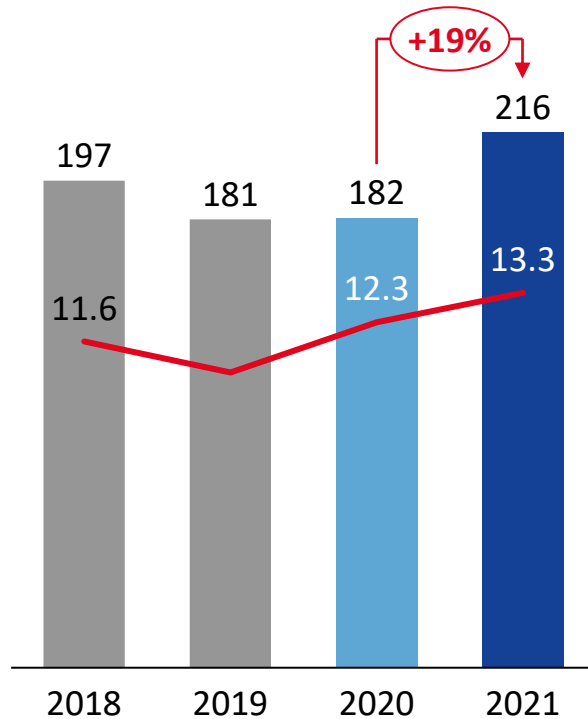
Sales by customer – in EUR million  
Share of sales – in % of total sales



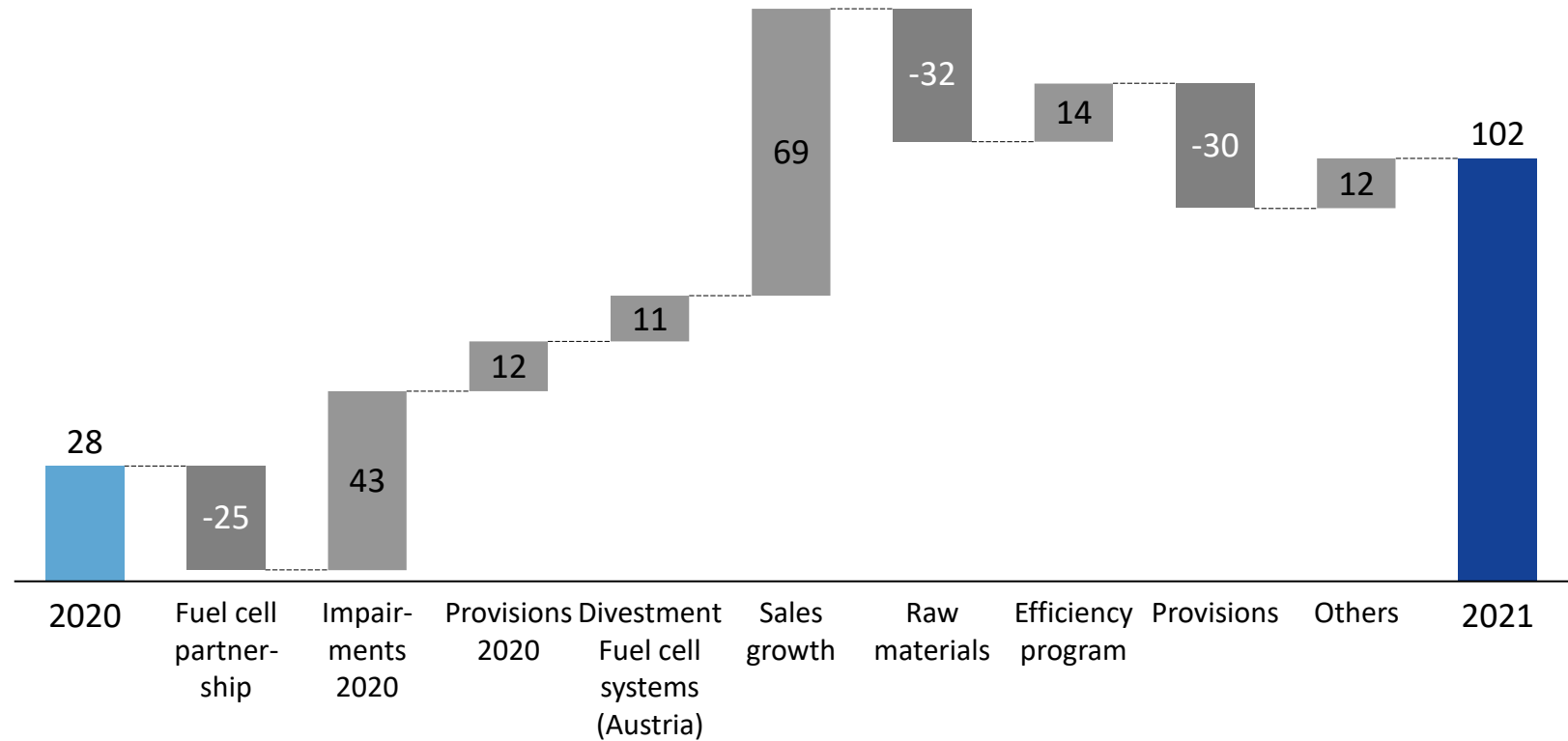
FY 2021

# Profitability on back of disciplined cost management

EBITDA – in EUR million  
EBITDA margin – in %



EBIT bridge – in EUR million

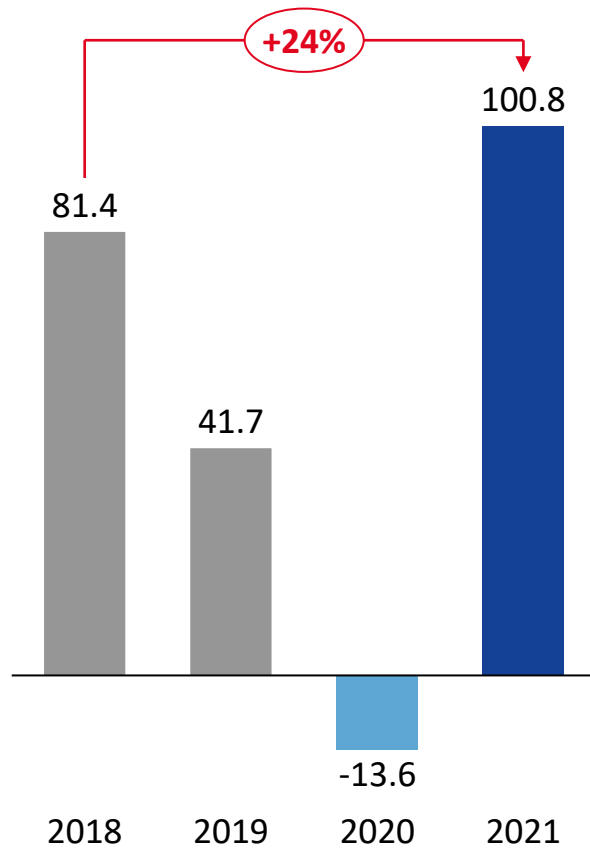




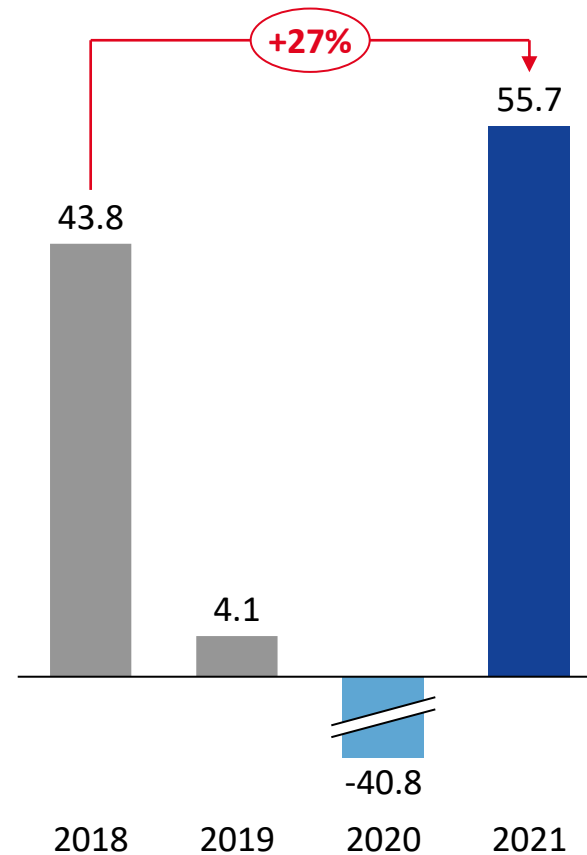
FY 2021

# Dividend payment of EUR 0.15 proposed

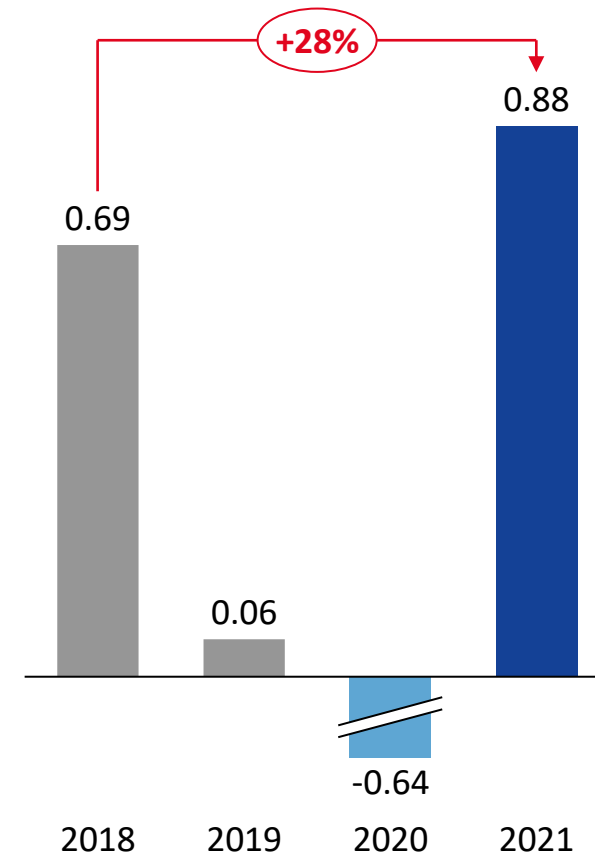
EBT – in EUR million



Net income (attributable to shareholders) – in EUR million

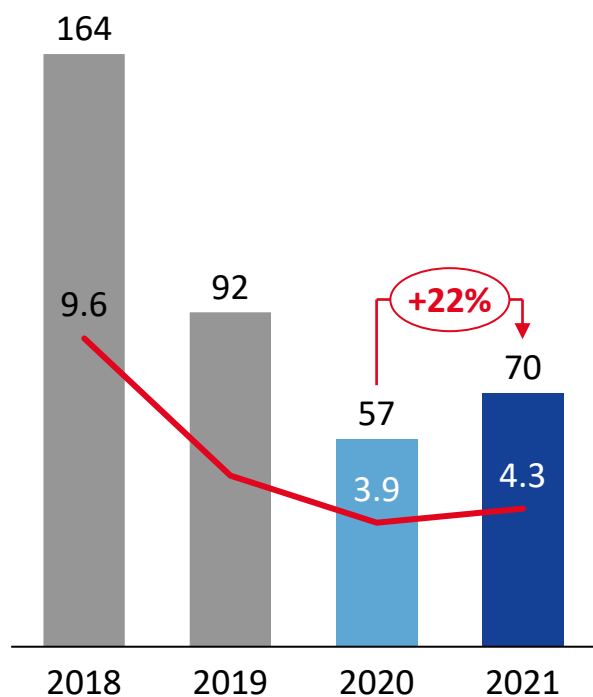


Earnings per share – in EUR

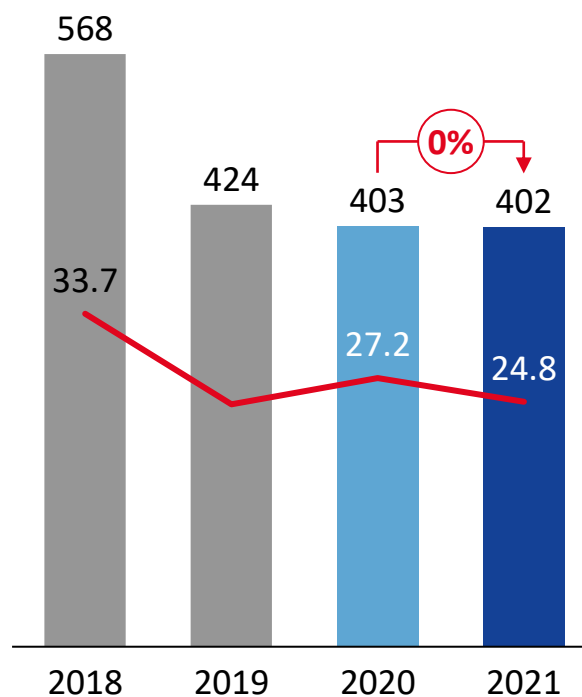


# Net working capital unchanged despite supply chain issues

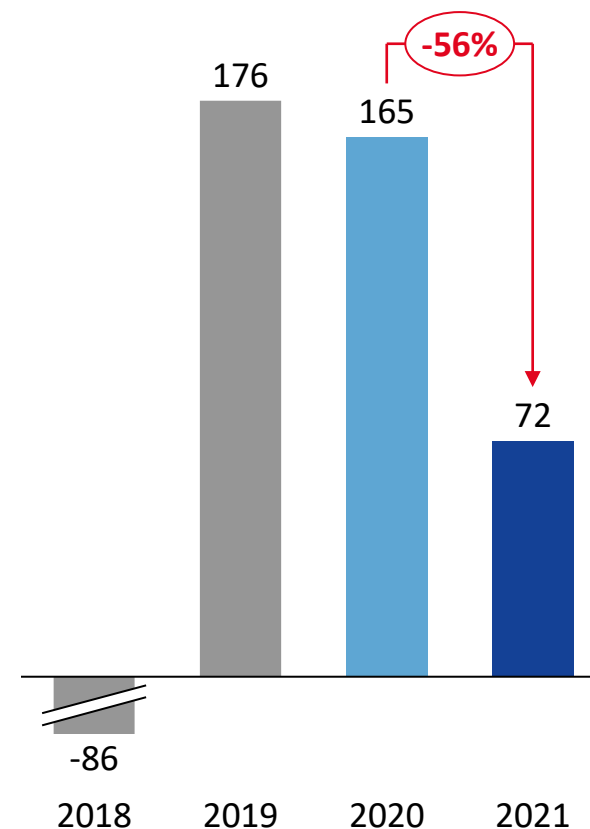
Capex – in EUR million  
Capex ratio – in % of total sales



Net Working Capital (NWC) – in EUR million  
NWC ratio – in % of total sales

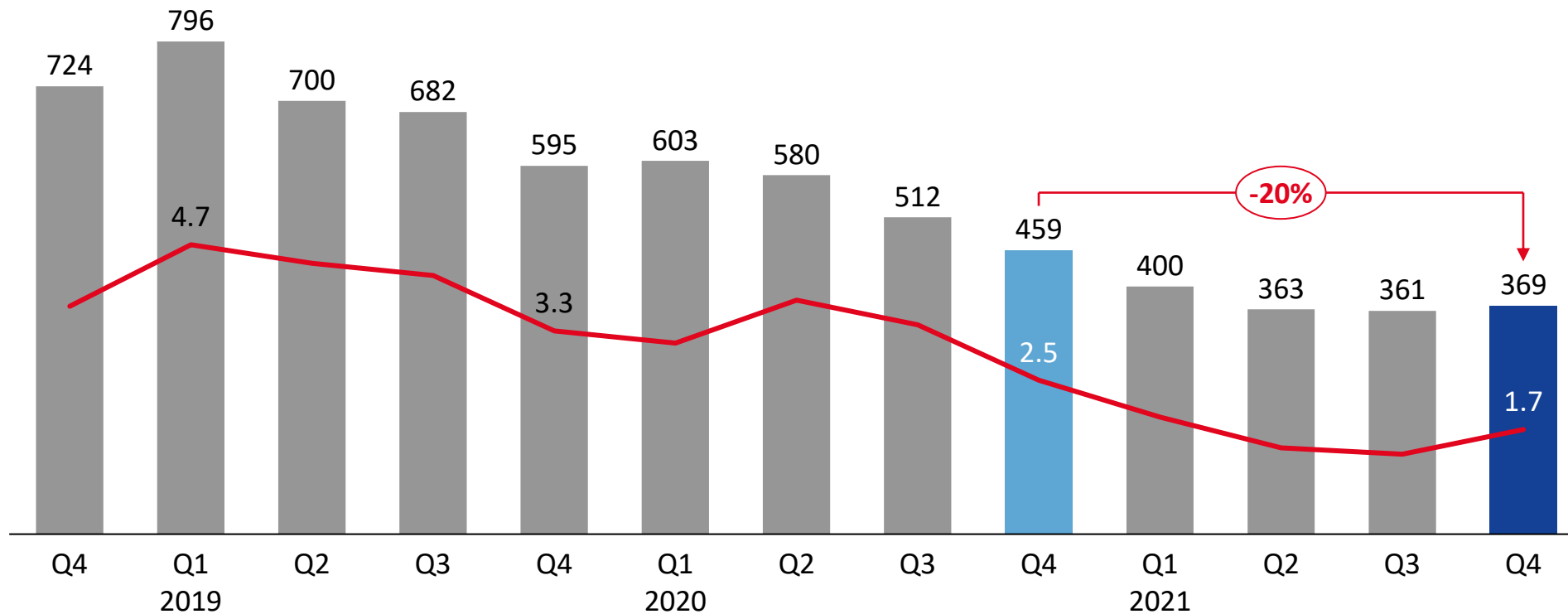


Operating Free Cash Flow – in EUR million



# Further year-on-year reduction of net financial debt

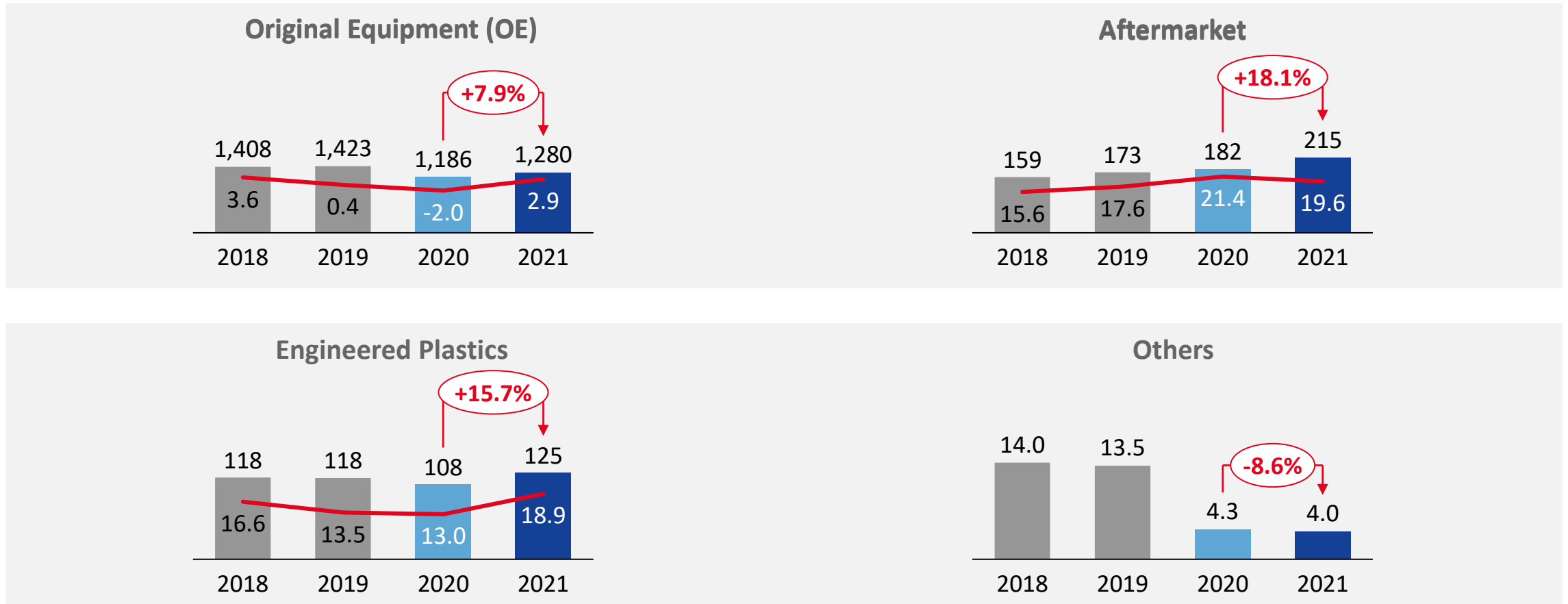
Net Financial Debt – in EUR million  
 Net Financial Debt/EBITDA



## Segments

# Strong performance of Engineered Plastics

█ Sales – in EUR million  
█ EBIT margin – in % of segmental sales

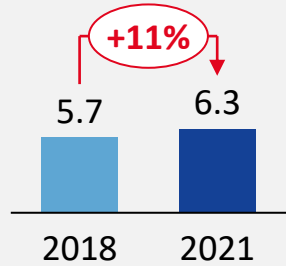


# Global efficiency program successfully completed

## Profitability strengthened

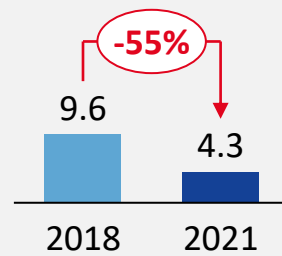
(despite challenges like COVID, raw mats and semiconductors)

EBIT margin – in % of total sales



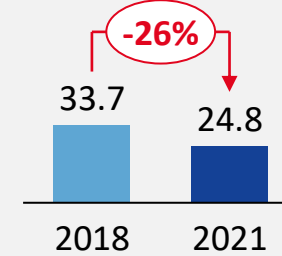
## Capex spent in a disciplined way

Capex ratio – in % of total sales



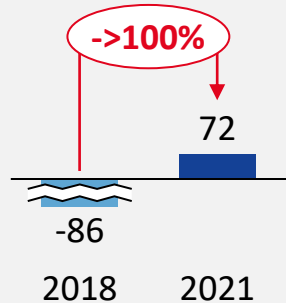
## Net working capital optimized

Net working capital ratio – in % of total sales



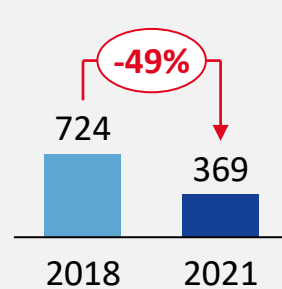
## Operating free cash flow improved

Operating free cash flow – in EUR million



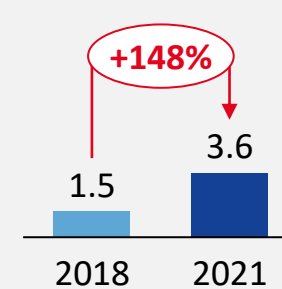
## Net debt significantly reduced

Net debt – in EUR million



## E-mobility footprint extended

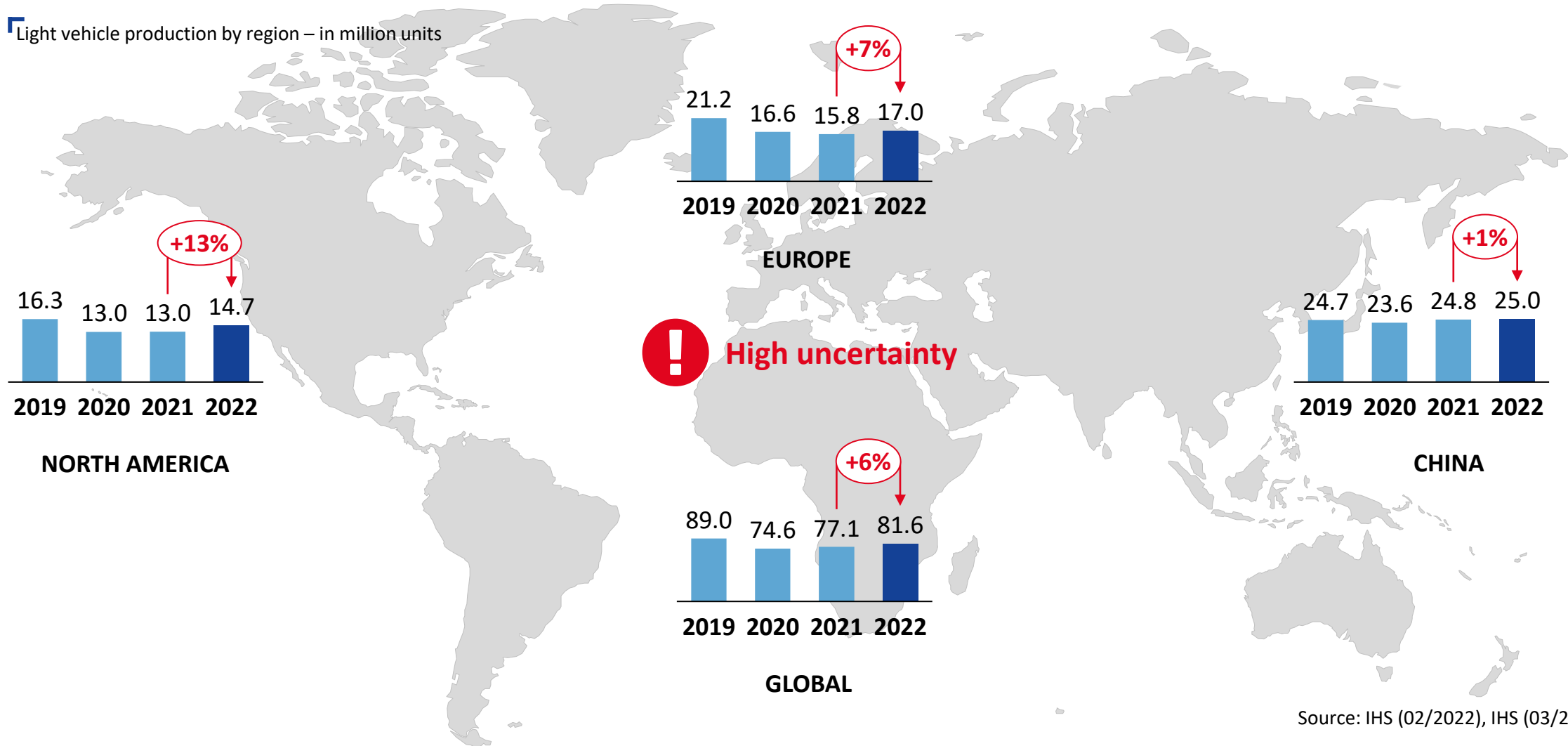
Share of E-Mobility sales – in % of total sales



# Markets and Outlook

# Post-Covid recovery slowed down due to several factors

Light vehicle production by region – in million units



Source: IHS (02/2022), IHS (03/2022)

# Dealing with a challenging environment



- Geopolitical conflicts arising
  - **Russian-Ukrainian conflict** escalated with uncertain outcome
  - Potential for conflict in the Pacific region and possible resurgence of tensions in Middle East
- Inflationary pressures taking place
  - **Raw material prices** further surging
  - **Transportation costs** swelling
  - **Energy** becoming more expensive
  - **Labor costs** expected to increase
- **Semiconductor shortage** ongoing

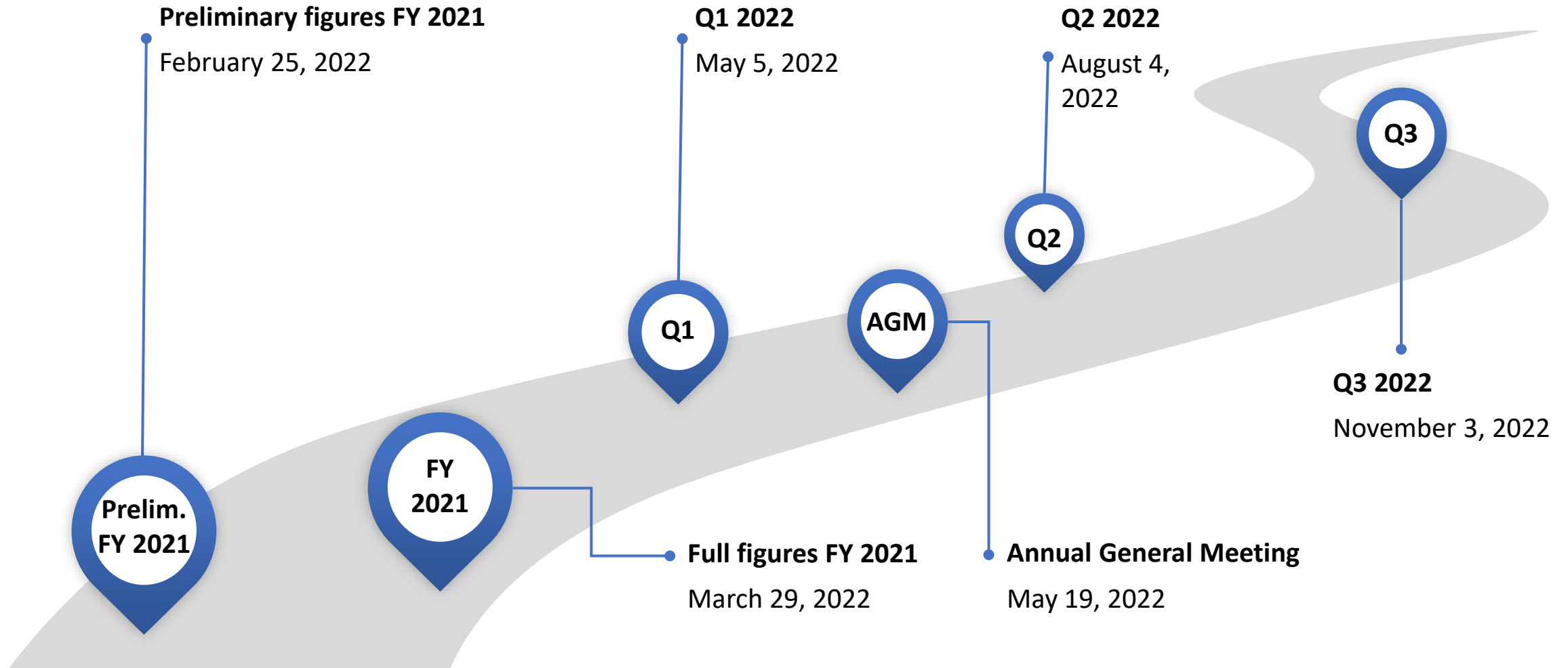
2022 will be a difficult year with a number of influencing factors and high degree of uncertainty.



# Outlook suspended due to high uncertainty

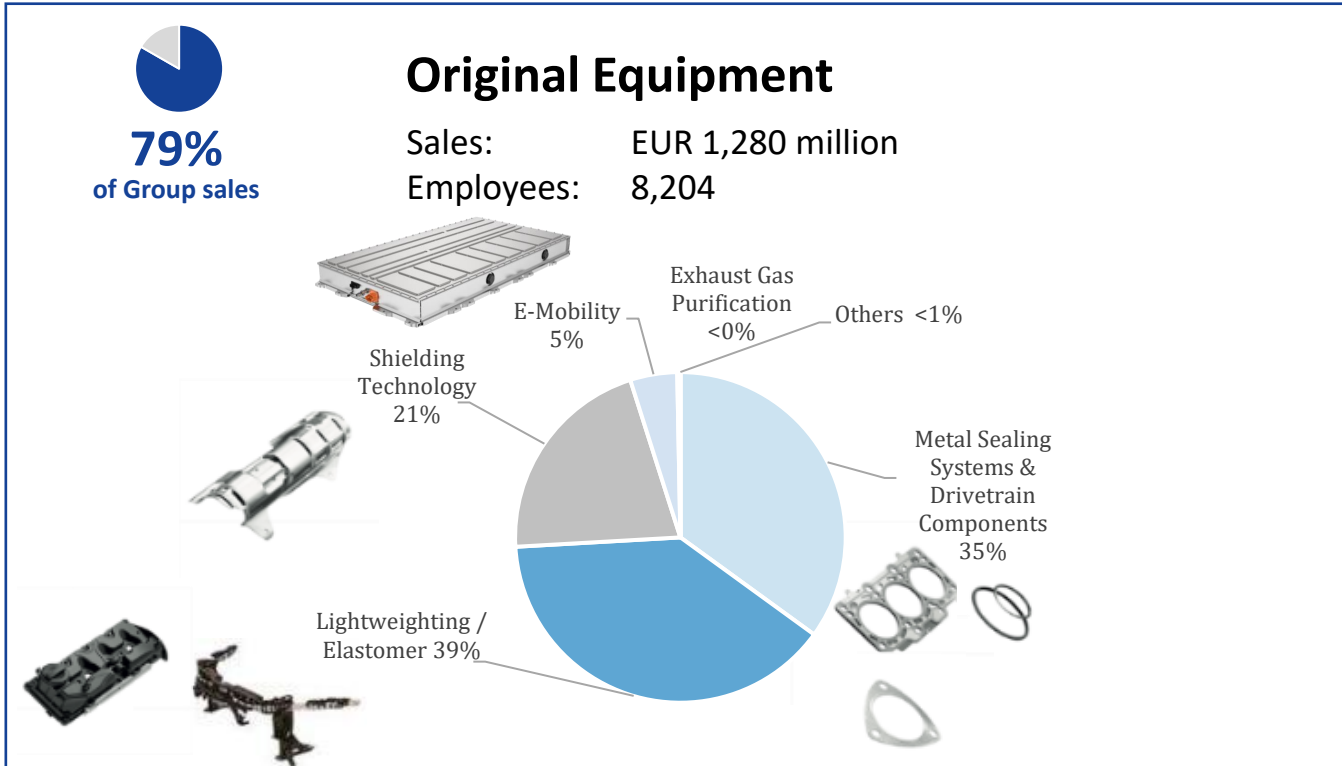
- **Extremely high level of uncertainty**, particularly due to outbreak of Russian-Ukrainian conflict, its intensity, and uncertainties associated with both its future course and possible global repercussions
- If conflict with lasting impact on value chains and resulting in loss of revenues, **further effects** on earnings **impossible to be ruled out**
- Overall, **original expectations** presented in the Annual Report **no longer to be maintained**
- Therefore, **Group currently not in a position to provide a well-founded, reliable forecast for FY2022**
- Management will **closely monitor further developments** and provide an **outlook as soon as situation allows**
- **Global Efficiency Program successfully completed in 2021**, but implemented measures will continue

# Financial calendar



# Appendix

# Structural overview



**Group sales**  
EUR 1,624m

**EBIT**  
EUR 102.0m

**EBIT margin**  
6.3 %

**Employees**  
9,466

All figures refer to FY 2021

Group – FY 2021

# Consolidated income statement

|  | 2021         | 2020         |
|--|--------------|--------------|
| <b>Sales revenue</b>                                       | <b>1,624</b> | <b>1,480</b> |
| Cost of sales  | -1,273       | -1,196       |
| <b>Gross profit</b>  | <b>351</b>   | <b>285</b>   |
| Gross margin   | 21.6         | 19.2         |
|  |              | in %         |
| Selling expenses   | -121         | -107         |
| General and administrative expenses                        | -84          | -73          |
| Research and development costs                             | -65          | -64          |
| Other operating income                                     | 33           | 10           |
| Other operating expenses                                   | -12          | -24          |
| <b>Operating result (EBIT)</b>                             | <b>102</b>   | <b>28</b>    |
| Finance income   | 31           | 29           |
| Finance costs  | -29          | -64          |
| Share of result of associates                              | -3           | -7           |
| <b>Net finance costs</b>                                   | <b>-1</b>    | <b>-41</b>   |
| <b>Earnings before taxes (EBT)</b>                         | <b>101</b>   | <b>-14</b>   |
| Income tax expenses  | -46          | -26          |
| <b>Net income</b>  | <b>55</b>    | <b>-40</b>   |
| of which: attributable to non-controlling interests        | -1           | 1            |
| of which: attributable to shareholders of ElringKlinger AG | 56           | -41          |
| <b>Basic and diluted earnings per share (EPS)</b>          | <b>0.88</b>  | <b>-0.64</b> |
|  |              | in EUR       |

All figures in EUR million unless otherwise describe, differences due to rounding

# Consolidated statement of financial position

| Assets                         | As at Dec 31,<br>2021 | As at Dec 31,<br>2020 | Liabilities and equity                              | As at Dec 31,<br>2021 | As at Dec 31,<br>2020 |
|--------------------------------|-----------------------|-----------------------|---|-----------------------|-----------------------|
| Intangible assets              | 216                   | 201                   | Share capital                                       | 63                    | 63                    |
| Property, plant, and equipment | 939                   | 940                   | Capital reserves                                    | 118                   | 118                   |
| Investment property            | 0                     | 0                     | Revenue reserves                                    | 740                   | 684                   |
| Financial assets               | 16                    | 15                    | Other reserves                                      | -18                   | -89                   |
| Shares in associates           | 14                    | 17                    | <b>Equity attr. to shareh. of ElringKlinger AG</b>  | <b>904</b>            | 777                   |
| Non-current income tax assets  | 1                     | 0                     | Non-controlling interest in equity                  | 79                    | 36                    |
| Other non-current assets       | 42                    | 4                     | <b>Equity</b>                                       | <b>982</b>            | 813                   |
| Deferred tax assets            | 32                    | 24                    | Provisions for pensions                             | 141                   | 157                   |
| Contract performance costs     | 8                     | 10                    | Non-current provisions                              | 17                    | 20                    |
| Non-current contract assets    | 1                     | 1                     | Non-current financial liabilities                   | 357                   | 392                   |
| <b>Non-current assets</b>      | <b>1,267</b>          | 1,212                 | Non-current contract liabilities                    | 1                     | 8                     |
| Inventories                    | 354                   | 301                   | Deferred tax liabilities                            | 24                    | 14                    |
| Current contract assets        | 9                     | 10                    | Other non-current liabilities                       | 7                     | 7                     |
| Trade receivables              | 233                   | 231                   | <b>Non-current liabilities</b>                      | <b>546</b>            | 597                   |
| Current income tax assets      | 16                    | 5                     | Current provisions                                  | 60                    | 27                    |
| Other current assets           | 101                   | 71                    | Trade payables                                      | 186                   | 129                   |
| Cash and cash equivalents      | 110                   | 128                   | Current financial liabilities                       | 136                   | 205                   |
| <b>Current assets</b>          | <b>823</b>            | 746                   | Current contract liabilities                        | 16                    | 31                    |
| Assets held for sale           | 0                     | 5                     | Tax payable   | 19                    | 33                    |
| <b>Total assets</b>            | <b>2,090</b>          | 1,963                 | Other current liabilities                           | 145                   | 125                   |
|                                |                       |                       | <b>Current liabilities</b>                          | <b>561</b>            | 551                   |
|                                |                       |                       | Liabilities in connection with assets held for sale | 0                     | 2                     |
|                                |                       |                       | <b>Total liabilities and equity</b>                 | <b>2,090</b>          | 1,963                 |

All figures in EUR million unless otherwise describe, differences due to rounding

# Consolidated statement of cash flows

|   | 2021       | 2020       |
|---|------------|------------|
| Earnings before taxes (EBT)   | 101        | -14        |
| Depreciation/amortization (less write-ups) of non-current assets  | 114        | 154        |
| Net interest  | 9          | 16         |
| Change in provisions  | 26         | 9          |
| Gains/losses on disposal of non-current assets  | 0          | 5          |
| Share of result of associates   | 3          | 7          |
| Change in inventories, trade receivables and other assets not resulting from financing and investing activities | -34        | 54         |
| Change in trade payables and other liabilities not resulting from financing and investing activities            | 40         | 3          |
| Income taxes paid   | -68        | -18        |
| Interest paid   | -9         | -15        |
| Interest received   | 2          | 1          |
| Other non-cash expenses and income  | -26        | 17         |
| <b>Net cash from operating activities</b>   | <b>156</b> | <b>218</b> |

All figures in EUR million unless otherwise describe, differences due to rounding

|   | 2021        | 2020        |
|---|-------------|-------------|
| Proceeds from disposals of PPE, intangible assets and investment property | 4           | 18          |
| Proceeds from disposals of financial assets                               | 8           | 3           |
| Proceeds from the disposal of subsidiaries                                | 14          | 0           |
| Payments for investments in intangible assets                             | -18         | -14         |
| Payments for investments in PPE and investment property                   | -70         | -57         |
| Payments for investments in financial assets                              | -11         | -11         |
| <b>Net cash from investing activities</b>                                 | <b>-73</b>  | <b>-61</b>  |
| Payments from non-controlling shareholders for the acquisition of shares  | 30          | 0           |
| Dividends paid to shareholders and to non-controlling interests           | -7          | -2          |
| Proceeds from addition of long-term loans                                 | 141         | 105         |
| Payments for the repayment of long-term loans                             | -252        | -288        |
| Changes in current loans  | -18         | 29          |
| <b>Net cash from financing activities</b>                                 | <b>-107</b> | <b>-156</b> |
| Changes in cash   | -24         | 1           |
| Effects of currency exchange rates on cash                                | 6           | -9          |
| Cash at beginning of the period   | 128         | 136         |
| <b>Cash at end of period (as per financial statement)</b>                 | <b>110</b>  | <b>128</b>  |

# Key figures

|   | 2021  | 2020  | 2019   | 2018   | 2017  |
|---|-------|-------|--------|--------|-------|
| Order intake                            | 1,978 | 1,483 | 1,737  | 1,735  | 1,732 |
| Order backlog                           | 1,386 | 1,033 | 1,030  | 1,020  | 1,001 |
| Sales                                   | 1,624 | 1,480 | 1,727  | 1,699  | 1,664 |
| EBITDA                                  | 216   | 182   | 181    | 197    | 238   |
| EBIT (reported)                         | 102   | 28    | 61     | 96     | 137   |
| EBIT margin <i>in %</i>                 | 6.3   | 1.9   | 3.5    | 5.7    | 8.3   |
| EBT                                     | 101   | -14   | 42     | 81     | 110   |
| Net income attributable to shareholders | 55.7  | -41   | 4      | 44     | 70    |
| Earnings per share <i>in EUR</i>        | 0.88  | -0.64 | 0.06   | 0.69   | 1.10  |
| Dividend per share <i>in EUR</i>        | 0.15* | 0.00  | 0.00   | 0.00   | 0.50  |
| Capex                                   | 70    | 57    | 92     | 164    | 156   |
| Operating free cash flow                | 72    | 165   | 176    | -86    | -67   |
| ROCE <i>in %</i>                        | 6.4   | 1.7   | 3.4    | 5.5    | 8.2   |
| Net working capital                     | 402   | 403   | 424    | 568    | 553   |
| Equity ratio <i>in %</i>                | 47.0  | 41.4  | 41.5   | 42.8   | 44.0  |
| Net financial debt                      | 369   | 459   | 595    | 724    | 655   |
| Employees (as at Dec. 31)               | 9,466 | 9,724 | 10,393 | 10,429 | 9,611 |

All figures in EUR million unless otherwise describe, differences due to rounding

\*Proposal to the Annual General Meeting 2022



Group – Last 5 years

# Segmental figures

|                            |                                | 2021         | 2020         | 2019         | 2018         | 2017         |
|----------------------------|--------------------------------|--------------|--------------|--------------|--------------|--------------|
| <b>Group</b>               | <b>Sales</b>                   | <b>1,624</b> | <b>1,480</b> | <b>1,727</b> | <b>1,699</b> | <b>1,664</b> |
|                            | <b>EBIT (reported)</b>         | <b>102.0</b> | <b>27.7</b>  | <b>61.2</b>  | <b>96.2</b>  | <b>137.3</b> |
|                            | <b>EBIT margin</b> <i>in %</i> | <b>6.3</b>   | <b>1.9</b>   | <b>3.5</b>   | <b>5.7</b>   | <b>8.3</b>   |
| <b>Original Equipment</b>  | <b>Sales</b>                   | <b>1,280</b> | <b>1,186</b> | <b>1,423</b> | <b>1,408</b> | <b>1,382</b> |
|                            | <b>EBIT (reported)</b>         | <b>36.9</b>  | <b>-23.7</b> | <b>5.1</b>   | <b>50.7</b>  | <b>86.3</b>  |
|                            | <b>EBIT margin</b> <i>in %</i> | <b>2.9</b>   | <b>-2.0</b>  | <b>0.4</b>   | <b>3.6</b>   | <b>6.2</b>   |
| <b>Aftermarket</b>         | <b>Sales</b>                   | <b>214.7</b> | <b>182.5</b> | <b>172.6</b> | <b>159.5</b> | <b>156.7</b> |
|                            | <b>EBIT (reported)</b>         | <b>42.2</b>  | <b>39.0</b>  | <b>30.4</b>  | <b>24.9</b>  | <b>31.8</b>  |
|                            | <b>EBIT margin</b> <i>in %</i> | <b>19.7</b>  | <b>21.4</b>  | <b>17.6</b>  | <b>15.6</b>  | <b>20.3</b>  |
| <b>Engineered Plastics</b> | <b>Sales</b>                   | <b>125.4</b> | <b>107.6</b> | <b>117.5</b> | <b>117.8</b> | <b>111.1</b> |
|                            | <b>EBIT (reported)</b>         | <b>23.7</b>  | <b>14.0</b>  | <b>15.9</b>  | <b>19.5</b>  | <b>18.5</b>  |
|                            | <b>EBIT margin</b> <i>in %</i> | <b>18.9</b>  | <b>13.0</b>  | <b>13.5</b>  | <b>16.6</b>  | <b>16.7</b>  |
| <b>Others</b>              | <b>Sales</b>                   | <b>4.0</b>   | <b>4.3</b>   | <b>13.5</b>  | <b>14.0</b>  | <b>13.8</b>  |
|                            | <b>EBIT (reported)</b>         | <b>-0.8</b>  | <b>-1.6</b>  | <b>9.9*</b>  | <b>1.0</b>   | <b>0.7</b>   |
|                            | <b>EBIT margin</b> <i>in %</i> | <b>-20.5</b> | <b>-37.2</b> | <b>73.3*</b> | <b>7.1</b>   | <b>5.1</b>   |

All figures in EUR million unless otherwise describe, differences due to rounding

\* incl. EUR 8.6m from the sale of the industrial park in Hungary

# Key figures

|   | Q4 2021 | Q3 2021 | Q2 2021 | Q1 2021 | Q4 2020 |
|---|---------|---------|---------|---------|---------|
| Order intake                            | 485     | 486     | 430     | 577     | 512     |
| Order backlog                           | 1,386   | 1,307   | 1,222   | 1,186   | 1,033   |
| Sales                                   | 406.1   | 400.6   | 393.6   | 424     | 451     |
| EBITDA                                  | 33.5    | 55.0    | 50.4    | 77      | 88      |
| EBIT (reported)                         | 3.6     | 27.0    | 23.0    | 48.4    | 25.2    |
| EBIT margin (in %)                      | 0.9     | 6.7     | 5.9     | 11.4    | 5.6     |
| EBT                                     | 9.0     | 23.8    | 18.5    | 49.4    | 9.8     |
| Net income attributable to shareholders | 0.9     | 9.0     | 7.9     | 37.9    | -10.7   |
| Earnings per share (in EUR)             | 0.01    | 0.14    | 0.13    | 0.60    | -0.17   |
| Capex (in PPE)                          | 32.3    | 15.2    | 10.9    | 11.6    | 19.4    |
| Operating free cash flow                | -1.7    | 8.1     | 37.0    | 28.6    | 62.4    |
| Net working capital <sup>1</sup>        | 402.2   | 424.3   | 413.0   | 430.4   | 403     |
| Equity ratio (in %)                     | 47.0    | 46.7    | 46.0    | 45.0    | 41.4    |
| Net financial debt <sup>2</sup>         | 369.3   | 360.8   | 363.3   | 400.2   | 459     |
| Employees (as at quarter-end)           | 9,466   | 9,554   | 9,608   | 9,592   | 9,724   |

Group – Last 5 quarters

# Segmental figures

|                            |                    | Q4 2021 | Q3 2021 | Q2 2021 | Q1 2021 | Q4 2020 |
|----------------------------|--------------------|---------|---------|---------|---------|---------|
| <b>Group</b>               | Sales              | 406     | 401     | 394     | 424     | 451     |
|                            | EBIT (reported)    | 3.6     | 27.0    | 23.0    | 48.4    | 25.2    |
|                            | EBIT margin (in %) | 0.9     | 6.7     | 5.9     | 11.4    | 5.6     |
| <b>Original Equipment</b>  | Sales              | 325     | 313     | 308     | 334     | 378     |
|                            | EBIT (reported)    | -9.3    | 9.6     | 7.3     | 29.3    | 12.8    |
|                            | EBIT margin (in %) | -2.9    | 3.1     | 2.4     | 8.8     | 3.4     |
| <b>Aftermarket</b>         | Sales              | 51      | 55      | 53      | 55      | 44      |
|                            | EBIT (reported)    | 9.2     | 11.1    | 10.0    | 11.9    | 8.9     |
|                            | EBIT margin (in %) | 18.2    | 19.9    | 18.8    | 21.6    | 20.4    |
| <b>Engineered Plastics</b> | Sales              | 30      | 31      | 32      | 33      | 28      |
|                            | EBIT (reported)    | 4.3     | 6.1     | 6.0     | 7.2     | 4.7     |
|                            | EBIT margin (in %) | 14.5    | 20.0    | 18.9    | 21.8    | 16.9    |
| <b>Others</b>              | Sales              | 0.8     | 1.0     | 1.0     | 1.2     | 0.8     |
|                            | EBIT (reported)    | -0.6    | 0.2     | -0.3    | -0.0    | -1.3    |
|                            | EBIT margin (in %) | n.a.    | 16.4    | n.a.    | n.a.    | n.a.    |

# Product portfolio

Metal Sealing Systems & Drivetrain Components

E-Mobility

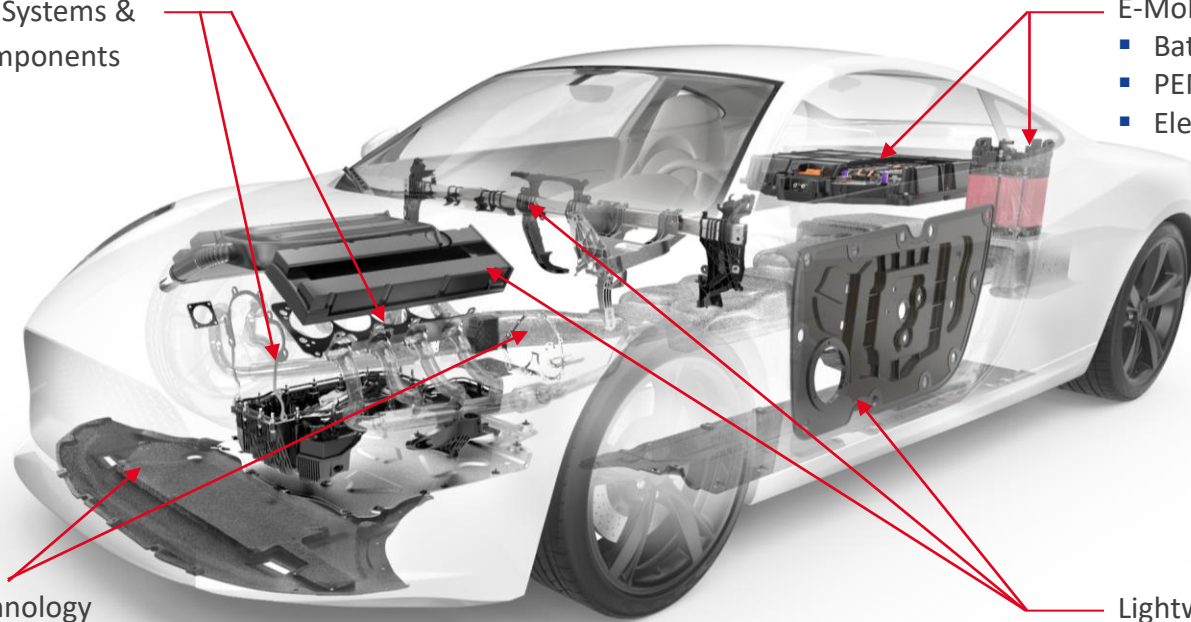
- Battery module
- PEM fuel cell
- Electric drive unit (EDU)

Shielding Technology

- Thermal shielding
- Acoustic shielding

Lightweighting/  
Elastomer Technology

- Door module carrier
- Cockpit cross-car beam
- Plastic modules (cam cover)

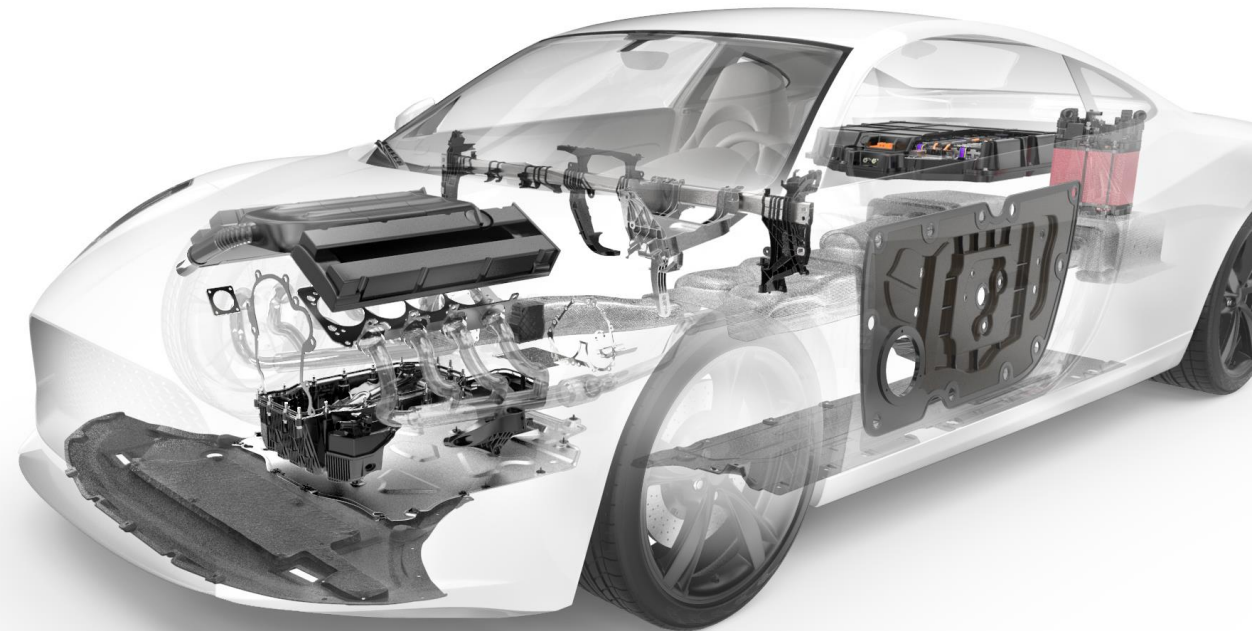


Group strategy: ① Product portfolio

# Transformation and innovations driving content per car

Content per vehicle – in EUR

| ICE                          |              | NON-ICE                             |                |
|------------------------------|--------------|-------------------------------------|----------------|
| Cylinder-head gasket         | 3 - 7        | Cell contacting system              | 100 - 240      |
| Cylinder-head gasket         | 3 - 7        | Bipolar plates*                     | 350 - 500      |
| Cam cover                    | 15 - 20      | Media module                        | 20 - 40        |
| Exhaust gas underbody shield | 20 - 35      | Underbody battery protection shield | 100 - 150      |
| [No similar product]         | 2,000-10,000 | Transmission disc carrier system    | 60 - 90        |
| [No similar product]         | 2,000-10,000 | Electric drive unit                 | 1,000 – 3,000  |
| [No similar product]         | 2,000-10,000 | Battery system                      | 2,000 - 10,000 |
| [No similar product]         | 2,000-10,000 | Fuel cell stack*                    | 2,000 - 10,000 |

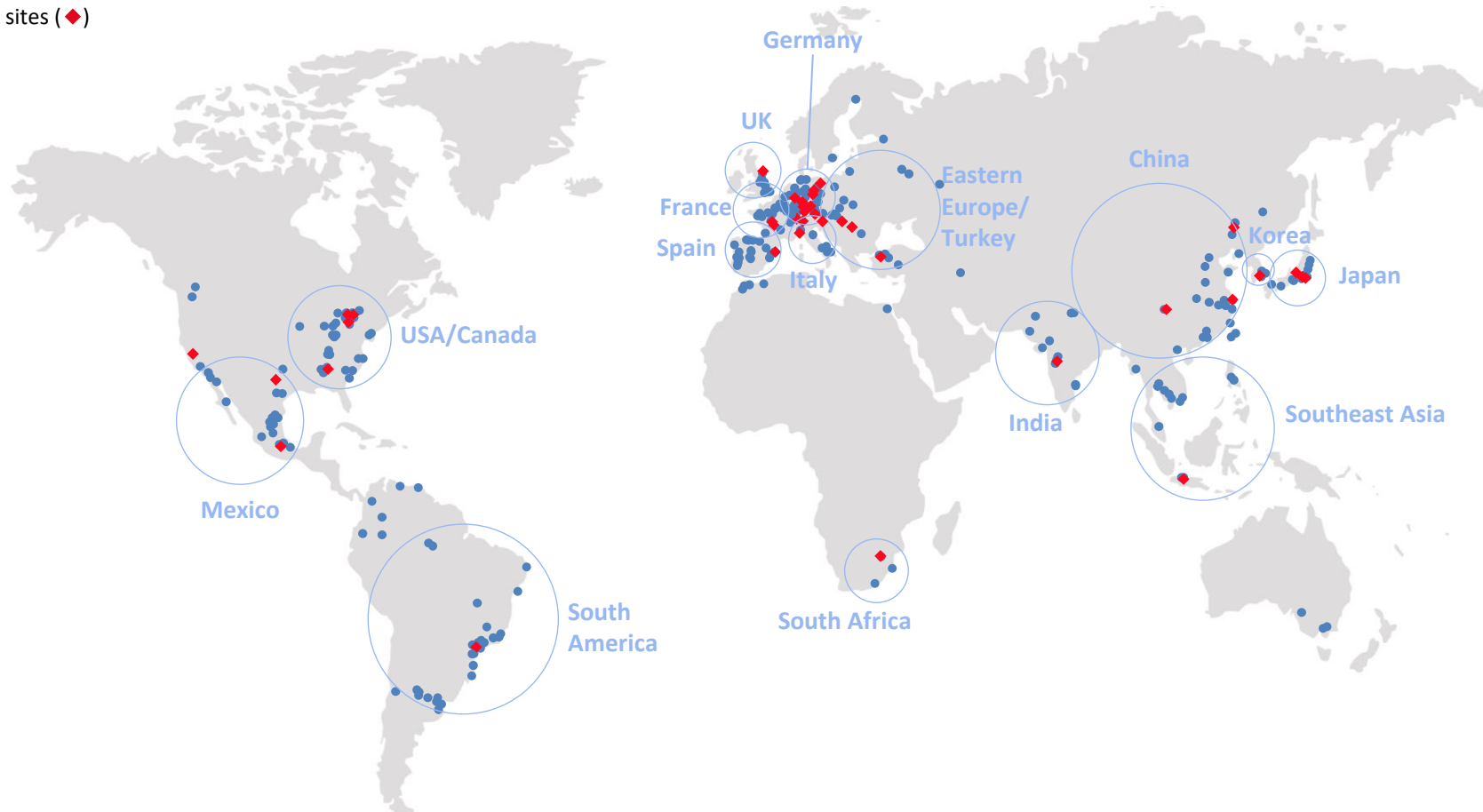


\*Based on estimates for serial production in the second half of the decade

Group

# ElringKlinger represented in all important auto regions

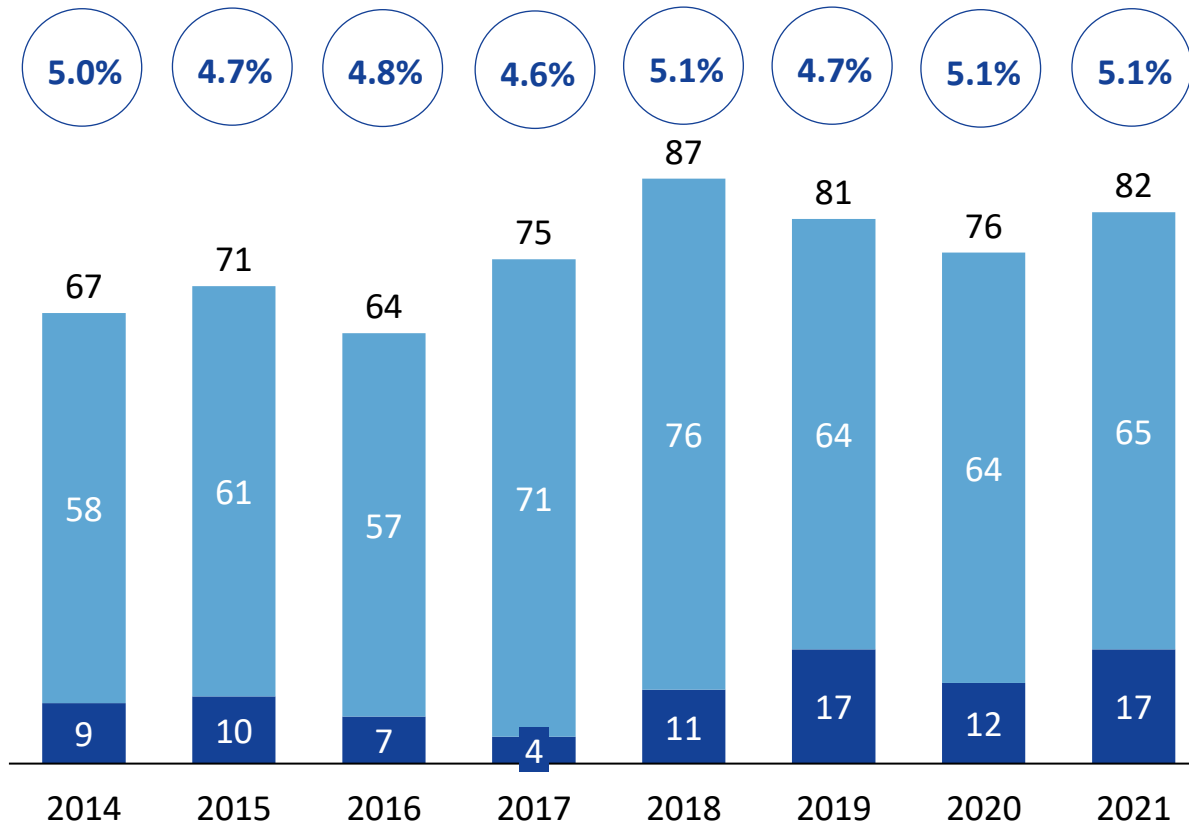
Production locations of global top 15 OEMs (●)  
ElringKlinger production sites (◆)



Group

# Focused R&D activities

R&D – in EUR million  
R&D ratio – in % of total sales



- **Integration of tools implies a technologically leading position** in developing ideas
- **Main focus:** lightweight components, e-mobility
- 591 R&D employees
- 105 new international patents in 2020
- **Target R&D ratio** (incl. capitalization): 5 – 6% of total sales, capitalization rate ~20%

thereof capitalized

# Group Senior management

**Reiner Drews, COO**  
(since 2018)

**Corporate units**  
Production  
Quality & Sustainability Management

**Business units**  
Metal Sealing Systems & Drivetrain Components  
Lightweighting/Elastomer Technology  
Shielding Technology

**Domestic plants**  
in the OE segment

**Thomas Jessulat, CFO**  
(since 2016)

**Corporate units**  
Finance  
Information Technology  
Procurement & Supply Chain Management  
Digital Transformation

**Dr. Stefan Wolf, CEO**  
(since 2005)

**Corporate units**  
Legal & Compliance  
HR  
Strategic Communications  
Marketing & Communications  
Global Strategy, M&A and Innovations  
Sales Original Equipment

**Business units**  
Aftermarket

**Group entities**

**Theo Becker, CTO**  
(since 2006)

**Corporate units**  
Tool Shop/ Technology  
Product Risk Management  
Real Estate & Facility Management

**Business units**  
Battery Technology & E-Mobility  
Drivetrain Technology





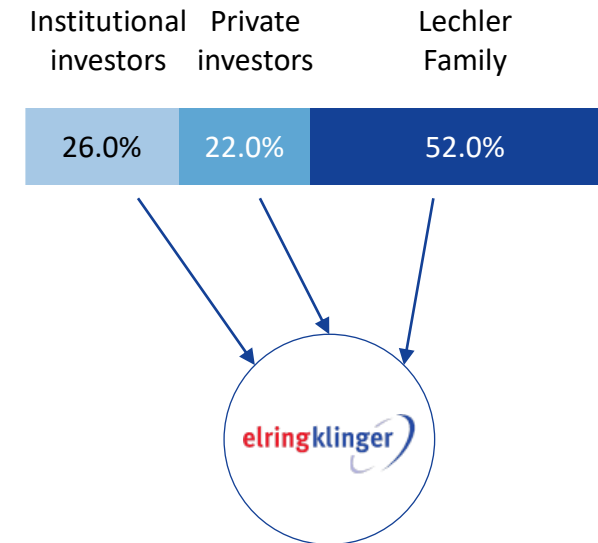
Group

# More than 140 years of experience

## History of ElringKlinger in very brief

- **1879** Paul Lechler establishes a merchandising business in Stuttgart for technical products and gaskets.
- **1885** Richard Klinger establishes an engineering office in Vienna.
- **1924** The first Lechler cylinder-head gaskets are produced.
- **1964** Elring production and development moves from Stuttgart to Dettingen/Erms.
- **1993** Elring goes to Asia: The joint venture Changchun Elring Gaskets Co. Ltd. has been founded.
- **1994** Elring GmbH merges with Automotive Division of Richard Klinger GmbH to ElringKlinger GmbH.
- **1997** ElringKlinger founds new plants in UK, Brazil, Mexico, and the U.S.
- **2000** ElringKlinger GmbH merges with parent company ZWL Grundbesitz- und Beteiligungs-AG and is renamed as ElringKlinger AG.
- **2001** ElringKlinger intensifies R&D work on fuel cell components, especially on its internal sealing.
- **2002** Registered shares of ElringKlinger AG are traded at Frankfurt and at Stuttgart Stock Exchange.
- **2010** ElringKlinger receives its first order for series production of cell contact systems used in lithium-ion batteries.
- **2013** ElringKlinger acquires tool maker Hummel Formen GmbH which enables the company to offer structural lightweight components
- **2017** ElringKlinger extends its portfolio to alternative drive technologies by acquiring a stake in hofer
- **2018** ElringKlinger sells interest in Hug and in new enerday
- **2020** ElringKlinger enters into new strategic partnerships with Airbus and Plastic Omnium in fuel cell business
- **2021** EKPO Fuel Cell Technologies begins business operations.

Shareholder structure as at December 31, 2021



**ElringKlinger AG**  
**Strategic Communications**  
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# Disclaimer

## **Forward-looking statements and predictions**

This presentation contains statements about the future. These statements are based on current expectations, market evaluations and predictions by the Management Board, and on information that is currently available to them. The statements about the future should not be interpreted as guarantees of the future developments and results that they refer to. Whilst the Management Board is convinced that the statements that have been made, and the convictions and expectations on which they are based, are realistic, they rely on suppositions that may conceivably prove to be incorrect; future results and developments are dependent on a multitude of factors, they involve various risks and imponderabilities that can affect whether the ongoing development deviates from the expectations that have been expressed. These factors include, for example, changes to the general economic and business situation, variations of exchange rates and interest rates, poor acceptance of new products and services, and changes to business strategy.